NORTH CENTRAL REGIONAL TRANSIT DISTRICT
FINANCE SUBCOMMITTEE

January 22, 2016
9:00 AM - 11:00 PM

Executive Conference Room
1237 N. Riverside Drive
Espanola, NM 87532

CALL TO ORDER: Councilor Pete Sheehey, Chair

Roll Call:

ITEMS FOR DISCUSSION/RECOMMENDATION

A. **Draft Bylaw Amendments**
Sponsor: Anthony Mortillaro, NCRTD Executive Director and Peter Dwyer, Legal Counsel.
Attachment

B. **Compensation Study Results**
Sponsor: Anthony Mortillaro, NCRTD Executive Director and Daria Veprek, Human Resources Director.
Attachment

C. **CLOSED SESSION**

Closed session of the meeting pursuant to NMSA 1978, Section 10-15-1 (H) (5) regarding "collective bargaining" for the discussion of bargaining strategy preliminary to collective bargaining negotiations.

Reconvene in Open Session: Possible action item(s) from closed session.

D. **Mid-Year Budget Review**
Sponsor: Anthony Mortillaro, NCRTD Executive Director and Troy Bingham, Finance Director.
Attachment

E. **Quarterly Investment Report**
Sponsor: Anthony Mortillaro, NCRTD Executive Director and Troy Bingham, Finance Director.
Attachment

F. **Minutes**
None – No meeting in December, 2015

MATTERS FROM THE SUBCOMMITTEE

ADJOURN

If you are an individual with a disability who is in need of a reader, amplifier, qualified Sign Language interpreter or any other form of auxiliary aid or service to attend or participate in the hearing of the meeting, please contact the NCRTD Executive Assistant at 505-629-4702 at least one week prior to the meeting, or as soon as possible. Public documents, including the agenda and minutes, can be provided in various accessible formats.

Memorandum

To: Finance Subcommittee

From: Anthony J. Mortillaro, Executive Director

CC: Peter Dwyer, Legal Counsel

Date: January 12, 2016

Re: **REVIEW AND DISCUSSION OF UPDATE TO 2007 BYLAWS**

Background: In 2004 when the District was created an initial set of By Laws were created and adopted by the Board of Directors. These initial By Laws were then amended and approved by the Board of Directors on January 12, 2007. Over the years there have concerns about the duplicative nature of these By Laws as they relate to the Intergovernmental Contract (IGC) and in some instances the lack of clarity. Furthermore, a signed copy of the By Laws has not been able to be located nor has a resolution adopted by the Board authorizing the amended By Laws been located. However, in checking the minutes from the meeting the Board did officially act to make the changes discussed at the January 12, 2007 meeting. Therefore, staff and Legal Counsel felt it was a good opportunity to discuss with the Board some suggested changes to the By Laws in order to provide further clarity, less ambiguity and elimination of any duplication with the IGC as well as having a signed set of By Laws adopted by Board Resolution.

Recommendation: It is suggested that the Finance Subcommittee discuss the suggested changes and provide a recommendation for Board consideration.

Attachments:

By Laws redline.

North Central
Regional Transit District

Board of Directors
Bylaws
Amended
Approved by the NCRTD Board
~~**January 12, 2007**~~
Draft 1/14/16~~3/16/11~~

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NORTH CENTRAL REGIONAL TRANSIT DISTRICT
BYLAWS

Defined Terms. All terms capitalized herein for other than grammatical purposes shall have the ~~defintions~~definitions given to them in the Regional Transit District Act, **NMSA 1978, Section 73-25-1 et seq.** (hereinafter, "the Act"), the Intergovernmental Contract and these Bylaws

ARTICLE I
NAME

The name of this transit district is the North Central Regional Transit District (hereinafter, "the District" or the "NCRTD"). The District is also frequently referred to as "The Blue Bus." The term "Board" shall mean the Board of Directors of the NCRTD as set forth in the Act, the Intergovernmental Contract and these Bylaws.

ARTICLE II
PURPOSE

The District, ~~being~~ is a governmental entity~~, a multimodal public transit district~~ formed pursuant to the Act, ~~**NMSA 1978 Chapter73, Article 25 (2003)** (hereinafter, "the Act"), recognizes as its~~ The purpose~~s~~ of ~~the~~ the ~~the development, operation, management, and improvement of transportation systems serving residents in the North Central New Mexico Region~~NCRTD are as follows:~~.~~

2.01. serve the public by providing for the creation of regional networks of safe and efficient public transit services;

2.02. allow multijurisdictional public transit systems to reduce the congestion of single-occupant motor vehicle traffic by providing transportation options for residents;

2.03. decrease automobile accidents by reducing traffic congestion on freeways and streets;

2.04. reduce noise and air pollution produced by motor vehicles;

2.05. prolong and extend the life of New Mexico's existing roadways by easing the traffic burden;

2.06. provide residents with a choice of transportation alternatives so that seniors, youth, low-income and mobility-impaired residents and others unable to drive or afford motor vehicles continue to have full access to the goods, services, jobs and activities of the community;

2.07. improve the New Mexico economy by increasing workforce and citizen access to education and higher paying jobs; and

2.08. prolong and extend petroleum resources.

In addition to these express purposes the NCRTD may from time to time set forth its explicit and current purposes in the form of a Mission Statement, a Vision Statement a Long Range Strategic Plan, a Short Range Service Plan, and by duly adopted resolutions of the NCRTD Board of Directors.

ARTICLE III
SUPREMACY OF ESTABLISHING DOCUMENTS

The District shall be operated according to the provisions of the Act and other applicable laws of the State of New Mexico~~as amended~~, the Intergovernmental Contract (hereinafter the "Contract"), these Bylaws, ~~and such other applicable laws of the State of New Mexico (hereinafter, the "State")~~. In the event of a conflict, the statutes shall govern, followed by the Contract, then the Bylaws. Nothing herein shall be deemed a violation of any law or agreement by and with the United States government and, notwithstanding the status of the NCRTD as a subdivision of the State of New Mexico, the NCRTD recognizes its legal and contractual commitments to the federal government and that all federal requirements shall be in addition to the requirements of the State of New Mexico.

ARTICLE IV
POWERS OF THE DISTRICT

Section 4.01. **Corporate Entity**. The District is a body politic and corporate which is exempt from taxation under the Act. The District shall have perpetual existence, except as otherwise provided in the Intergovernmental Contract or otherwise prescribed by law. The District as a corporation has the power to sue and be sued but all suits not involving traffic or toll violations shall be initiated by the Board. –All powers, privileges and duties vested in or imposed upon the District shall be exercised and performed by the Board if not expressly delegated by the Board. All members of the Board in good standing shall have the right to participate in the discussion of, and vote upon, Board matters in which they have no conflict of interest but non-elected Board members are prohibited from voting on land purchase and sales, and the issuance of bonds.

Section 4.02 **Non-Delegable Powers**. The Board may not delegate the following powers of the Board:

(a) adoption of board policies and procedures; and

(b) ratification of acquisition of land by negotiated sale (by vote of elected officials only); and

(c) initiation or continuation of legal action, not involving traffic or toll violations; and

(d) establishment of policies regarding fees, tolls, rates or charges; and

(e) approval of significant route or schedule changes affecting more than twenty-five percent of a regional transit system; and

(f) issuance of bonds (by vote of elected officials only); and

(g) adoption of bylaws; and

(h) fixing the time and place of meetings and the method of providing notice of the meetings; and

(i) making and passing resolutions necessary for the government and management of the affairs of the District and the execution of the powers vested in the District; and

(j) adopting and using a seal; and

(k) maintaining offices at such places as the board may designate; and

(m) prescribing, by way of its own procurement code and policies and in accordance with the Procurement Code (NMSA 1978 Section 13-1-28 et seq.) methods for auditing and allowing or rejecting claims and demands for:

(1) the awarding of contracts for the construction of improvements, works or structures;

(2) the acquisition of equipment; or

(3) the performance or furnishing of labor, materials or supplies as may be required for carrying out the purposes of the Act; and

(n) appoint advisory committees and define the duties of the committees; and

(o) pledge all or a portion of the revenues to the payment of bonds of the district; and

(p) finance, construct, operate or maintain regional transit systems within the boundaries of the district; and

(q) purchase, trade, exchange, acquire, buy, sell, lease, lease with an option to purchase, dispose of and encumber real or personal property and interest therein, including easements and rights of way; and

(r) accept real or personal property for the use of the district and accept gifts and conveyances upon the terms and conditions as the board may approve; and

(s) if the District operates a commuter rail service it may employ commuter rail service law enforcement officers for the District and assign duties to the officers.

Section 4.03 **Delegable Powers**. The NCRTD has the following additional powers which may, in the Board's discretion, be delegated:

(a) appoint, hire and retain employees, agents, engineers, attorneys, accountants, financial advisors, investment bankers and other consultants; and

~~In addition to other powers granted to the District pursuant to the Act, the District may~~:

(b) sue and be sued; and

(c) enter into contracts and agreements affecting the affairs of the district; and

(d) establish, collect and increase or decrease fees, tolls, rates or charges for the use of property of a regional transit system financed, constructed, operated or maintained by the district; except that fees, tolls, rates or charges imposed for the use of a regional transit system shall be fixed and adjusted to pay for bonds issued by the district; and

(e) use the streets, highways and other public ways and, with permission of the owner, to relocate or alter the construction of streets, highways, other public ways, electric and telephone lines and properties, pipelines, conduits and other properties, whether publicly or privately owned, if deemed necessary by the district in the construction, reconstruction, repair, maintenance and operation of the system. Any damage that may occur to the property shall be borne by the district; and

(f) perform all acts otherwise permitted by law.

Section 4.04 **Cooperative Powers**. The District may exercise the following powers in cooperation with other persons or entities:

(a) accept legitimate contributions or liens securing obligations of the district from the person with respect to the financing, construction, operation or maintenance of a regional transit system and, in connection with a loan or advance, enter into contracts establishing the repayment terms; and

(b) enter into contracts regarding the financing, construction, operation or maintenance of a specified regional transit system; and

(c) enter into joint operating contracts concerning a regional transit system; and

(d) acquire easements or rights of way for a regional transit system; and

(e) designate a regional transit system as part of the state highway system, a county highway system or a municipal highway system if the person with jurisdiction over the applicable highway system consents to the designation; and

(f) enter into agreements with a person for the joint financing, construction, operation or maintenance of a regional transit system. Upon compliance with applicable constitutional or charter limitations, the governmental unit may agree to make payments, without limitation as to amount except as set forth in the agreement, from revenues received from one or more fiscal years, to the district or a person to defray the costs of the financing, construction, operation or maintenance of a regional transit system; and

(g) A district may contract with other law enforcement agencies to provide law enforcement services for the district.

~~(a) Have perpetual existence;~~
~~(b) Finance, construct, operate, and maintain regional transit systems within the boundaries of the District and provide transportation services outside the boundaries of the District;~~
~~(c) Enter into contracts and agreements affecting the affairs of the District;~~
~~(d) Establish, collect, and increase or decrease fees, tolls, rates, or charges for the use of property of the regional transit system financed, constructed, operated , and maintained by the District; except that fees, tolls, rates, or charges imposed for the use of the system shall be fixed and adjusted to pay for bonds issued by the District;~~
~~(e) Pledge all or a portion of the revenues to the payment of bonds of the District;~~
~~(f) Purchase, trade, exchange, acquire, buy, sell, lease with an option to purchase, dispose of, and encumber real or personal property and interest therein, including easements and rights-of-way;~~
~~(g) Accept real or personal property for the use of the District and accept gifts and conveyances upon the terms and conditions approved by the Board of Directors;~~
~~(h) Use the streets, highways, rail rights-of-way, and other public ways and, with permission of the owner, relocate or alter the construction of streets, highways, or other public ways, electric and telephone lines and properties, pipelines, conduits and other properties, whether publicly or privately owned, if deemed necessary by the District in the construction, reconstruction, repair, maintenance, and operation of the system. Any damage that may occur to the property shall be borne by the District;~~
~~(i) Sue and be sued.~~

~~Section 4.02. **Cooperative Powers**. The District may cooperate with a person/entity to:~~
~~(a) Accept legitimate contributions or liens securing obligations of the District from the person with respect to the financing, construction, operation, or maintenance of the transit system and, in connection with a loan or advance, enter into contracts establishing the repayment terms;~~
~~(b) Enter into contracts regarding the financing, construction, operation, or maintenance of the specified transit system;~~
~~(c) Enter into joint operating contracts concerning the transit system;~~
~~(d) Acquire easements or rights-of-way for the transit system;~~
~~(e) Designate a regional transit system as part of the State highway system, a County highway system, or a Municipal highway system if the person with jurisdiction over the applicable highway system consents to the designation.~~

Section 4.03. **Taxation**. ~~The District has no direct taxation authority.~~ The North Central Regional Transit District (NCRTD) ~~through~~ pursuant to NMSA 1978, sSection 7-20E-23, ~~NMSA~~ has the

authority to request that the voters of the counties served by the NCRTD impose a county regional gross receipts tax (GRT) which may not exceed one-half percent and dedicated to the purposes authorized by the Regional Transit District Act (73-25-1). Once approved the GRT shall be utilized as provided by law and may be reauthorized or modified pursuant to the law. -Any fees, tolls, rates or charges for the use of property of a regional transit system authorized under the Act are not taxes and may be authorized by the Board pursuant to their authority under the law and these bylaws.

ARTICLE V
OFFICES

The principal office of the District shall be located within the geographical boundaries of the District and shall be designated by the Board of Directors. The District may have other offices at such other places within the State as the Board of Directors may from time to time determine. ~~Board may add ex-officio members as needed.~~

ARTICLE VI
MEMBERSHIP

~~Membership in transit districts is open to g~~Governmental units, as defined in the Act ~~which means the State, a County or Municipality of the State, or an Indian Nation, Tribe, or Pueblo located within the boundaries of the State~~, may become Members of the District upon following the mandatory procedures set forth in the Act and the subsequent approval of the new member by a 2/3 majority of the Board . ~~The North Central Regional Transit District's original members may include any governmental unit (hereinafter, "Member") within or containing the boundaries of Los Alamos, Río Arriba, or Santa Fe Counties.~~ Members may be permitted to join or leave the District ~~added or deleted~~ pursuant to Article VIII of these Bylaws and Section 73-25-17 of the Act but may not avoid any legal or contractual obligations by joining or leaving the District. Members may join or leave the District only upon the execution of an amended Intergovernmental Contract. But nothing herein shall authorize individual Members to override the 2/3 majority or avoid their contractual obligations under a prior Intergovernmental Contract by failing to execute an amended Intergovernmental Contract adding a duly approved member. The preceding requirements for adding members are minimum requirements and the Board may impose such applications requirements or conditions upon membership as it determines are appropriate.

ARTICLE VII
POWERS OF MEMBERS

A Member, ~~for the purpose of aiding the financing, construction, operation, or maintenance of the transit system,~~ may:

(a) ~~Sell, lease, loan, donate, grant, convey, assign, transfer, and otherwise dispose to the District real or personal property or interests therein~~Exercise any and all of the powers authorized under Section 73-25-13 of the Act;

(b) Enter into any Agreement with the District that is not prohibited by law;

(c) Request additions, deletions or changes to District services;

(d) Appoint a representative and an alternate to represent the Member on the Board and replace said representatives as the Member sees fit;

(e) Participate in the deliberations, discussions and actions of the Board by attending Board meetings excepting only where such Member has a conflict with the District;

~~(a)~~

~~(b) Enter into agreements with a person for the joint financing, construction, operation, or maintenance of the transit system. Upon compliance with applicable constitutional or charter limitations, the Member may agree to make payments, without limitation as to amount except as set forth in the agreement, from revenues received from one or more fiscal years, to the District or a person to defray costs of financing, construction, operation, or maintenance of the regional transit system;~~

~~(c) Transfer to the District a contract that may have been awarded by the Member for the construction, operation, or maintenance of the transit system.~~

(f) Members may request that the District provide reports and attend meetings and coordinate the District's planning and activities with the Member. The District will make reasonable efforts to accommodate individual Member requests and may make reciprocal requests where appropriate.

(g) Ex-officio M~~m~~embers serve as monitors and advisors to the Board~~-~~ and do not have the power to cast a vote on Board matters.~~without voting powers~~.

~~(d)~~

ARTICLE VIII
ADDITION OR WITHDRAWAL OF TERRITORY AND PROPERTY

Section 8.01. **Joining the District**. ~~After the creation of the District, a~~A governmental unit adjacent to or contained within a governmental unit ~~adjacent to, but not~~ that is already part of~~,~~ the District may join the District as a Member ~~and determine the territorial area to become a part of the District~~. A two-thirds (2/3) affirmative vote by the Board of Directors shall be required before the governmental unit may join the District. The Board reserves the authority to deny any application to join the district and to condition approval for any new Members as the Board deems appropriate.

Section 8.02. **Withdrawing from the District**. A Member of the District may withdraw from the District by adopting a resolution to withdraw. The Member shall withdraw its representative from the Board of Directors immediately upon adoption of the resolution withdrawing from the District. Real property owned by the District within the boundaries of the withdrawing Member shall remain the property of the District. The provisions of withdrawal shall be negotiated and agreed to by the Board of Directors, the Member, and the Commission.

Section 8.03. **Inclusion or Exclusion of Property**. The Board of Directors may include or exclude property from the boundaries of the District, pursuant to Section 73-25-6 and Section 73-25-17 of the Act.

ARTICLE IX
BOARD OF DIRECTORS

Section 9.01. **Establishment of Powers.** The District shall be governed by a Board of Directors (hereinafter, the "Board") as described in the Act and as set forth above in Article IV of these Bylaws. ~~The Board shall exercise and perform all powers, privileges and duties vested in or imposed upon the District. Subject to the exceptions in Section 73-25-5 of the Act, the Board may delegate any of its powers to an Officer or Agent of the Board.~~

Section 9.02. **Powers of the Board.** In addition to all other powers conferred by the Act, the Board may exercise any powers permitted by law or required by law. The Board may delegate any of its powers so long as the delegation of authority is not expressly prohibited. ~~:~~

~~(a) Make and pass orders and resolutions necessary for the government and management of the affairs of the District and the execution of the powers vested in the District;~~
~~(b) Adopt Bylaws;~~
~~(c) Fix the time and place of meetings and the method of notice of the meetings;~~
~~(d) Appoint, hire, or retain an Executive Director;~~
~~(e) Maintain offices at a place the Board may designate;~~
~~(f) Prescribe, in accordance with the Procurement Code, methods for auditing and allowing or rejecting claims and demands for;~~
~~(1) The awarding of contracts for the construction of improvements, works, or structures;~~
~~(2) The acquisition of equipment;~~
~~(3) The performance or furnishing of labor, materials, or supplies as may be required for carrying out the purposes of the Act;~~
~~(g) Appoint advisory committees and define the duties of the committees.~~

~~Section 9.03. **Delegation of Powers.** Pursuant to Section 73-25-5 of the Act, the Board may delegate any of its lawfully delegated powers to the Executive Director, an Officer, Director, or agent of the District pursuant to written resolution, formal motion, or verbal direction from the Board. The following are exceptions to this general rule:~~
~~(a) Adoption of Board policies and procedures;~~
~~(b) Ratification of acquisition of land by negotiated sale;~~
~~(c) Initiation or continuation of legal action, not involving traffic or toll violations;~~
~~(d) Establishment of policies regarding fees, tolls, rates, or charges;~~
~~(e) Approval of significant route or schedule changes affecting more than twenty-five (25) percent of the regional transit system;~~
~~(f) Issuance of bonds.~~

~~Only a Director who is an elected official shall be able to vote on resolutions regarding (b) and (f) above.~~

Section 9.043. ~~**Identification** **Selection**~~ **of Directors.** ~~Pursuant to Section 73-25-5 of the Act, t~~The Board shall be composed of one (1) Director from each Member of the District. A Director shall be an elected official or official designee, Tribal Governor or Tribal Council Member. The Director and official designee (if any) shall be selected by the Member utilizing its own process for selection and the District will accept the decision of the Member as long as the Member represents to the District that the selection was lawful. ~~nominated by the chief elected official of the Member and approved by the governing body of the Member~~. The Director shall hold such office until removed by the

appointing Member, or until the Director no longer holds elective office in the governing body of the appointing Member, or until the Director submits a written resignation to the Chairman. Directors shall not serve a term longer than 4 years unless re-appointed by their Member governing body.

Section 9.04 Selection of Alternates. Each Member shall be permitted but not required to designate an alternate Director who shall have the same powers as the Director selected under Section 9.03 when the Director is absent or unable to perform his duties.

Section 9.05. **Majority Voting on the Board.** A single Member shall not have a majority of votes on the Board~~, unless there are three or fewer participating governmental units in the District~~.

Section 9.06. **Voting Strength**. Each Member of the District shall have a voting strength as determined by the Voting Strength Analysis, Appendix B, of the Intergovernmental Contract.

Section 9.07. **Voting Requirements**. Voting shall occur as described in Section IX of the Intergovernmental Contract~~, except that any member that is not current with its member contributions in accordance with the financial plan adopted by the Board within twelve (12) months of the adoption of the financial plan for member contributions shall have their voting rights suspended until said financial contribution is made. Voting rights maybe temporarily reinstated at any time by a two-thirds (2/3) vote of the remaining Board members.~~.

Section 9.08. **Conflict of Interest Policy.** In addition to full compliance with ~~New Mexico statutes~~ state and federal laws, regulations and contract provisions pertaining to conflicts of interest ~~regarding public entities~~,and including but not limited to the Governmental Conduct Act (NMSA 1978, Section 10-16-1 et seq.) ~~-~~the following shall apply to all Directors:

(a) A Director of the Board shall disqualify him/herself from voting on any issue with which the Director has a potential conflict of interest. For the purpose of these Bylaws, ~~e section~~, a "potential conflicting interest" exists where a Director owns or controls, directly or indirectly, a substantial interest in any non-governmental entity participant in a financial transaction with the District. A Director of the Board, Officer of the Board, or Employee of the Board, shall not:
   (1) Acquire a financial interest in a new or existing business venture or business property of any kind when the Director believes or has reason to believe that the new financial interest will be directly affected by her/his official act;
   (2) Use confidential information acquired by virtue of the Director office or employment for the Director's or another's private gain;
   (3) Contract with the District without public notice and competitive bidding and full disclosure of the Director's financial or other interest in the business that is party to the contract.

(b) Any conflict shall be made a matter of record in the minutes of the meeting of the Board at the time the transaction becomes a topic of Board action;

(c) A Director with a potential conflict of interest may briefly state his position in the matter and answer pertinent questions of other Board Members since the Director's knowledge may be of great assistance;

(d) This policy shall be reviewed from time to time, as new Directors are appointed; moreover, any new Directors shall be advised by the Executive Director of this policy upon entering into the duties of the position;

(e) ~~The Attorney General shall investigate and prosecute, where appropriate, any complaint brought involving conflict of interest.~~ Violation of the conflict of interest provisions by a Director, Officer, or Employee of the Board is grounds for removal or suspension of the Director or Officer, and Dismissal, Demotion, or Suspension of the Employee.

~~(e)~~(f) Each Director shall be required to sign a disclosure form annually to ensure compliance with the NCRTD's ethical requirements.

Section 9.09. **Performance of Duties.** The Board shall promulgate and adhere to policies and procedures that govern its conduct. A Director shall perform the duties as a Director, including the duties as a member of any committee of the Board upon which he may serve, in good faith, in a manner he believes to be in the best interests of the District. Directors and Members shall refrain from using NCRTD logos, letterhead, titles and anything signifying or connoting NCRTD authority or approval when making statements or representations that have not received prior NCRTD Board approval.

Section 9.10. **Review of Performance**. The ~~Secretary of the Board~~ Executive Director shall annually review each Director's compliance with these Bylaws and each Director's attendance and report the information ~~conclusions and recommendations~~ to the Board at the regular meeting in April of each year.

~~a) **Consecutive absences.** A Director who is absent and not represented by an Official Designee for seventy five percent (75%) or more of scheduled Board meetings in the year, or for Any member with three (3) consecutive scheduled Board meetings absences will be considered for withdrawal from the District.shall be subject to removal by the Board and replacement by the Governing Body of the Member in question.~~

~~b) **Failure.** Failure to provide local match by July 31st of each year will make that member eligible for withdrawal from the District or eligible for suspension of voting privileges as provided under section 9.07.~~

~~c) **Notice.** After 60 days notice has been provided to the member Government Unit with no response the Board may act on the 2/3 majority vote to remove that member pursuant to Sections 73-25-6 and 73-25-17 of the Act.~~

ARTICLE X
OFFICERS

Section 10.01. **Identification.** The Board shall elect or appoint a Chair, a Vice Chair, a Secretary, and a Treasurer as Officers of the Board.

Section 10.02. **Officers of the Board.** Officers of the Board shall be Tribal Governors, Tribal Council members or elected officials.

Section 10.03. **Election.** The Board shall elect Officers every other year at the April meeting of the Board. The currently elected Board shall elect Officers by simple majority vote after canvassing each member as to their interest in service, time availability, and qualifications.

Section 10.04 **Election of Chair and Vice Chair.** The election of the Board Chair and Vice Chair may alternate between Tribal and non Tribal members.

Section 10.05. **Term.** Each Officer shall serve a two (2) year term commencing upon election or appointment by the Board. Each Officer shall serve until the end of their term or until a successor is elected or appointed or the Officer is lawfully removed pursuant to State law or these Bylaws. Officers may serve unlimited terms.

Section 10.06. **Removal of Officers.** Any Officer of the Board may be removed at any time ~~by a~~upon the affirmative vote of a two-thirds majority ~~vote~~ of both the total number of Directors and the voting units of all ~~m~~Members of the Board. Such action shall be initiated by a motion made at a regular meeting, but the vote shall not be called for until the next regular meeting or at a special meeting called for the purpose of considering such motion. The Secretary shall cause to be delivered or shall mail a copy of the resolution to the affected Director at least seven (7) days prior to the meeting at which the motion is to be voted upon. The vote shall be by secret ballot and the Chair shall appoint two Board members other than the officer being voted upon to count the votes and report on the results.

Section 10.07. **Vacancies.** If a vacancy exists in any office, the Chair shall appoint a Director to fill such vacancy until the next regular meeting of the Board, when an election will be held to fill the vacancy. The term of the Office of Officers filling vacancies shall be until the next ~~annual~~ regular election of officers.

Section 10.08. **Duties of the Officers.**

(a) Chair. The Chair shall:

(1) Have the power to call meetings of the Board and to preside over such meetings;

(2) Have the power to execute, deliver, acknowledge, file and record on behalf of the District such documents as may be required by the Act or other applicable law;

(3) Have the power to execute and deliver contracts, deeds and other instruments and agreements on behalf of the District as are necessary or appropriate in the ordinary course of its activities or as are duly authorized or approved by the Board;

(4) Have such additional authority, powers and duties as are appropriate and customary for the office of the Chair of the Board of Directors of entities such as the District, and as the Board may otherwise prescribe.

(5) The Chair is the first point of contact to the Executive Director on matters related to the District's business, personnel matters or in the execution of his/her duties.

(6) The Chair will facilitate ongoing meetings with the Executive Director to ensure the Board is kept informed about important issues ~~i~~en a timely manner.

(7) The Chair is the direct supervisor of the Executive Director and is authorized to provided advice and counsel but not to direct or interfere with operational or personnel matters that are the sole purview of the Executive Director.

~~(4)~~(8) The ~~Chair~~Executive Director will annually provide to the Chair any information requested or needed for a performance evaluation of the Executive Director. The Chair ~~and~~ may seek input from members of the Board as ~~may~~ the Chair deem~~sed~~ appropriate which shall normally include consulting with all standing committee chairs. The Chair will also make a recommendation for an appropriate performance increase for the Executive Director if warranted on an annual basis.

(b) Vice Chair. The Vice Chair shall:

(1) Be the Officer next in seniority after the Chair and, upon the death, absence, or disability of the Chair, shall have the authority, powers and duties of the Chair until such time as the Board elects a new Chair~~;~~

(2) Have such additional authority, powers and duties as are prescribed by the Board.

(c) Secretary. The Secretary shall:

~~(c)~~ (1) If a Treasurer has not been elected or appointed, the Secretary shall also serve as Treasurer and may use the title of Treasurer in performing the functions of Treasurer~~. The Secretary shall:~~

(1) ~~Designate~~ Assure that ~~the Executive Director has assigned a staff member who will carry out the work of the Secretary, under the day-to-day supervision of the Executive Director but with responsibility lying with the Secretary; The Secretary shall not direct or interfere with operational or personnel matters that are the sole purview of the Executive Director;~~

~~(1) Preparation of the agenda and dissemination of the Agenda;~~

~~Give, or cause to be given, notice of all meetings (including special meetings) of the Board;~~

~~(2) Post or publish all orders, resolutions, ordinances, notices and agendas which the District shall order to be posted or published or as required by law;~~

~~(3) Keep written minutes of such meetings~~meetings of the Board~~;~~

~~Be responsible for the maintenance of all records and files and the preparation and filing of reports to governmental agencies (other than tax returns);~~

~~(4) Shall be the designated custodial of District records for purposes of public records requests. In addition, shall permit inspection of such records and upon request, furnish copies which are public records in accordance with New Mexico's Inspection of Public Records Act 14-2-1 through 14-2-12 NMSA 1978;~~

(2) Have such other authority, powers and duties as are appropriate and customary for the office of Secretary of entities such as the District, and as the Board may otherwise prescribe.

~~(5)~~(3) In the event of the absence, vacancy, disability, or death of the Chair and Vice-Chair; the Secretary shall serve as Chair until such time as the Board elects a new Chair or Vice-Chair.

(d) Treasurer. If a Treasurer has not been elected or appointed, the Secretary shall also serve as Treasurer and may use the title of Treasurer in performing the functions of Treasurer. The Treasurer shall, subject to rules and procedures established by the Board:

(1) Cosign any financial document requiring the signature of multiple Officers of the NCRTD.

~~(d)~~ (2)

~~Designate a~~Request that the ~~Executive Director assign a staff member who will carry out the work of the Treasurer, under the day-to-day supervision of the Executive Director but with responsibility lying with the Treasurer; The Treasurer shall not direct or interfere with operational or personnel matters that are the sole purview of the Executive Director:~~

~~(1)~~

~~(2) Be responsible for the custody of the funds and all stocks, bonds and other securities owned by the District;~~

~~(3) Be responsible for the preparation and filing of all tax returns, if any, required to be filed by the District;~~

~~(4) Receive all moneys paid to the District and, subject to any limits imposed by the Board or the Chair, shall have authority to give receipts and vouchers, and endorse checks and warrants in the District's name and on the District's behalf, and to give full discharge for the same;~~

~~(5) Sign checks and warrants, but must secure the signatures of either the Executive Director or one other Board Officer. In the absence of the Executive Director, the signature of a second Officer may sign;~~

~~(6) Have charge of disbursement of the funds of the District, shall keep full and accurate records of the receipts and disbursements, and shall deposit all moneys and other valuables in such depositories as shall be designated by the Board;~~

~~(7) Deposit and invest all funds of the District in accordance with the laws of the State applying to the deposit and investment of funds of regional transit districts formed under the Act;~~

~~(8)~~(1) ~~H~~Have such additional authority, powers and duties as are appropriate and customary for the office of Treasurer of entities such as the District, and as the Board may otherwise prescribe.

ARTICLE XI
MEETINGS OF THE BOARD

Section 11.01. **Public Input**. The Board shall provide meaningful opportunities for public input through policies and procedures for calling meetings, including standards and procedures for calling emergency meetings, pursuant to the requirements of the Open Meetings Act (NMSA 1978 Chapter 10, Article 15).

Section 11.02. **Regular Meetings**. The Board of Directors shall meet at least quarterly, or more frequently as determined by a majority of the Board, for the purpose of transacting such business as may come before the Board.

Section 11.03. **Special Meetings.** Special meetings of the Board may be called, either by the Chair or whenever ~~the same~~a special meeting is requested in writing ~~of the Chair~~ by three or more voting Directors, and held at any time and in any place.

Section 11.04. **Annual Board Advance Planning Meeting**. At the beginning of each year but not later than March of each year, the Board may schedule an annual Board Advance Planning Meeting ("Retreat") lasting one or two days for the purpose of strategic planning and establishing annual Board priorities. The schedule for the annual Board Advance Planning Meeting will provide

sufficient time to incorporate the meeting outcomes into initial phases of the District's budget planning cycle.

Section 11.~~04~~05. **Emergency Meetings**. The Board may hold emergency meetings, to be held at any time and place; an "emergency", pursuant to the Open Meetings Act, refers to unforeseen circumstances requiring immediate attention from the Board to avoid likely injury or damage to persons or property or substantial financial loss to the District.

Section 11.~~05~~06. ~~**Quorum**~~**Voting**. The presence of Directors representing a majority of the total number of Members and a majority of the total number of voting unit~~s~~es shall be necessary to constitute a quorum for the transaction of business. If a quorum is present, action by simple majority of both the Directors present and eligible to vote and voting units shall be the act of the Board, unless the act of a greater number is required by these Bylaws, the Intergovernmental Contract, or applicable law. A two-thirds (2/3) majority is required for the following actions:

(a) Addition or withdrawal of territory or property, pursuant to Article VII of these Bylaws and Sections 73-25-6 and 73-25-17 of the Act;
(b) Removal of Officers from the Board, pursuant to Section ~~9.04~~10.06 of these Bylaws;
(c) Amendment of these Bylaws, pursuant to Section 1~~5~~4.03 of these Bylaws.

Section 11.~~06~~07. **Public ~~Hearings~~Meetings**. Pursuant to the Open Meetings Act, all meetings of a quorum of members of the Board or any subordinate committee, held for the purpose of formulating public policy or taking any action within the authority or delegated authority of the Board, are open to the public at all times, except as otherwise provided in the Open Meetings Act or the Constitution of New Mexico. The Board, or a Committee, may meet in closed session upon a roll call vote of a majority of the authorized members of the board, or committee for the purpose of considering matters for which closed session is authorized under New Mexico State law. However, no vote or other formal action shall be taken at any session that is closed to the general public.

(a) All persons desiring shall be permitted to attend and listen to Board meetings, pursuant to the Open Meetings Act. Reasonable efforts shall be made to accommodate the use of audio and video recording devices;
(b) No public meeting of the Board, once convened, shall be closed or dissolved into small groups or committees for the purpose of permitting the closure of the meeting;
(c) The Board may recess and reconvene a meeting to a subsequent time and place if notice of such change is properly posted, pursuant to the Open Meetings Act, prior to recessing. Only matters on the agenda of the original meeting may be discussed or transacted at the subsequent meeting;
(d) If otherwise allowed by law or rule of the Board, a member of the Board may participate in a meeting of the Board by conference telephone or similar communications equipment when it is difficult or impossible for the member to attend in person provided that each member so participating is identified when speaking, all participants are able to hear each other at the same time, and members of the public attending the meeting are able to hear any member of the Board who speaks during the meeting.
~~(d)~~(e) Public hearings are public meetings at which the Board decides legal matters or resolves disputes or adjudicates property rights. Public Hearings shall be held within the

boundaries of the District at any place designated by the Board and whenever a public hearing is either required by law or requested by a majority of the Board.

Section 11.~~07~~08. **Place of Meetings.** The meetings of the Board or any committee designated by the Board shall be held at the principal office of the District or at any other place within or without the boundaries of the District that a majority of the Board or any such committee may designate so long as the meeting place is ADA accessible and has adequate facilities to allow for telephonic participation of any Director if and when a Director gives advanced notice of his/her intention to participate telephonically. ~~Public Hearings shall be held within the boundaries of the District at any place designated by the Board.~~ When there is legitimate business need to conduct business in a location outside of the District, a Committee or Task Force may agree to meet outside the District. Such meeting of a Committee or Task Force shall be conducted in such a manner that allows for public participation and shall be open to the public. ~~The Board, or a Committee, or Task Force may meet in closed session upon a vote of a majority of the authorized members of the board, committee, or task force for the purpose of considering matters for which closed session is authorized under New Mexico State law. However, no vote or other formal action shall be taken at any session that is closed to the general public.~~

Section 11.~~08~~09. **Notice of Meetings.** All meetings of a quorum of members of the Board, and any closed meetings, held for the purpose of formulating public policy or taking any action within the authority or delegated authority of the Board shall be held only after reasonable notice to the public. Normally, the Board shall set its regularly scheduled monthly meetings at the beginning of the year in its Open Meetings Act Resolution. But nothing herein shall be deemed to alter or amend meeting dates and notices so long as the meetings are noticed legally and in compliance with the Open Meetings Act. To comply with the Open Meetings Act the Board shall:

(a) ~~The Board shall~~ determine at least annually in a public meeting what notice for a public meeting is reasonable;
(b) Such notice shall include broadcast stations licensed by the FCC and general circulation newspapers that have provided written request for such notice;
(c) Meeting notices shall include an agenda containing a list of specific items of business to be discussed or transacted at the meeting and information on how the public may obtain a copy of the agenda;
(d) The agenda shall be available at least twenty-four (24) hours prior to the meeting, except for emergency meetings;
(e) Only items appearing on the agenda may be discussed at the meeting.

~~(e)~~ Section 11.10. **Recesses and Adjournments.** Nothing herein contained shall be construed to prevent the recess or adjournment of a regular or special meeting to any place within the District designated by the Board of Directors.

Section 11.~~09~~11. **Waiver of Notice.** A Director may in writing waive notice to him/her of any meeting of the Board, either before, at, or after the meeting; and his waiver shall be deemed the equivalent of giving notice. Attendance of a Director at a meeting shall constitute waiver of notice of that meeting unless he/she attends for the express purpose of objecting to the transaction of business because the meeting has not been lawfully called or convened.

Section 11.12. Agenda Subjects.

a) Subjects may be placed on the agenda by the Board Chair, the Executive Director or in the Chair's discretion upon written request of ~~eight (8)~~ any Directors.

b) No action shall be taken by the Board on subject matters which were not stated on the agenda in the notice posted for the meeting. The Board may recite specific factual information or existing policy in response to an inquiry made at a meeting about a subject which was on the agenda. Any deliberation, discussion or decision with respect to the inquiry shall be limited to a proposal to place such a subject on the agenda for a subsequent meeting of the Board for which notice shall be provided. The Chair or the Executive Director shall place on the subsequent meeting agenda any item requested by a majority of the Board.

Section 11.~~10~~12. **Minutes**. The Board shall keep written minutes of all its meetings. The minutes shall include at a minimum:

(a) The date, time, and place of the meeting;
(b) The names of the members in attendance and those absent;
(c) The substance of proposals considered and a record of any decisions and votes taken showing how each member voted.

All minutes are open to public inspection. Draft minutes shall be prepared within ten (10) working days after the meeting and shall be approved, amended, or disapproved at the next Board meeting where a quorum is present. Minutes are not official until approved by the Board and signed by the Secretary.

Section 11.~~11~~13. **Closed Meetings**. The ~~following are some exceptions to the requirement for open meetings, pursuant to the Open Meetings Act:~~

~~(a) Meetings pertaining to licenses, except that evidentiary hearings are open and all final actions shall take place in open meeting;~~

~~(b) Limited personnel matters, except that this does not exempt final actions from being taken in open meetings nor does it preclude aggrieved public employees from demanding an open hearing;~~

~~(c) Administrative adjudicatory proceedings, with the exception of meetings at which evidence is presented or rebutted and any final actions taken as a result of the proceedings;~~

~~(d) Discussion of bargaining strategy preliminary to collective bargaining negotiations and collective bargaining sessions at which representatives of the collective bargaining unit are present;~~

~~(e) That portion of meetings at which decisions concerning sole source purchases in excess of $2500 or competitive sealed bids are discussed during the contract negotiation process, with the exception that the actual approval of purchase or final action regarding selection of the contractor shall be in open meeting;~~

~~(f) Meetings subject to attorney-client privilege pertaining to pending or threatened litigation against the Board;~~

~~(g) Meetings for discussion of the purchase, acquisition, or disposal of real property or water rights by the Board;~~

~~(h) Any other meetings so exempted by provisions of the Open Meeting Act or other relevant statute.~~

~~(i)~~ Any meeting closed pursuant to the Open Meetings Act ~~above exemptions~~ must follow the following procedures:

(1) If closed in open meeting, such closure shall be approved by majority vote of those present and voting. ~~of a quorum of the Board~~, ~~t~~The authority to close shall be stated on the Agenda or verbally by the maker of the motion.~~,~~ ~~t~~The subject(s) to be discussed shall be stated with reasonable specificity, and the vote, taken in open meeting, shall be recorded indicating the vote of each member of the Board. Only those subjects announced or voted on prior to closure shall be discussed in closed meeting and no action shall be taken in the closed portion of a meeting;

(2) If called when the Board is not in open meeting, the closed meeting shall not be held until appropriate public notice is given to the members of the Board and the general public stating the specific law authorizing closure and stating with reasonable specificity the subject(s) to be discussed;

(3) Following completion of any closed meeting, the minutes of the open meeting that was closed or the minutes of the next open meeting, if the closed meeting was scheduled separately, shall state that the subjects discussed in the closed meeting were limited to those specified in the motion for closure or the notice of closed meeting and shall be approved by the Board as for all other minutes.

ARTICLE XII
ADVISORY COMMITTEES

Section 12.01. ~~**Chair may appoint**~~ **Formation of Committee~~s chairs~~.** The Board may form committees as it deems appropriate. All committees of the NCRTD shall be advisory committees and shall have no independent authority to make decisions for the District. Committees will generally be formed by written Board resolutions or these Bylaws but may be formed by any formal action of the Board where the Board deems the formation of an advisory body expedient or necessary. Committee chairs shall be appointed by the Board chair or elected by the committee itself if the Board when so authorized by the Chair. ~~When an Advisory Committee is formed, the Chair may appoint a regular member as its chair, or may direct the Committee to elect a chair at its first meeting, or direct the Committee to elect a chair at any time the chair of the Committee becomes vacant. All special and/or ad hoc committees shall automatically dissolve at the expiration of the term of the office of the Chair of the Board.~~

Section 12.02. **Types of Committees.** Committees of the Board shall be classified as standing or special and shall be advisory to the Board. In order to broaden input to the Board and encourage community involvement, the Board may appoint individuals who are not members of the Board to serve on any standing or special committee of the Board. Each committee shall have the power only as stated in these Bylaws or as conferred by the Board. The Executive Director shall serve as an *ex officio* member of each committee appointed by the Board, unless otherwise designated in these Bylaws or by the Board.

~~Section 12.03. **Citizen Advisory Standing Committee.** The Board may appoint and maintain a Citizen Advisory Committee to advise the Board with respect to policy and service matters. The members of the Citizen Advisory Committee shall not be Directors, official designees, or Officers of the District. The Citizen Advisory Committee shall not be authorized to exercise any power of the Board.~~

Section 12.03. **Standing Committees.** The following committees are designated as "standing committees" of the Board of Directors. Any Member of the Board is welcome to attend any committee meeting, but the actual regular members assigned to that committee will determine a quorum. All Standing Committees will be committees of the whole. As to all Board committees of the whole, a quorum will be reached with eight regular members participating.

~~**Legislative Committee.** This committee's function shall be to recommend legislation or to review and evaluate pending legislation, both state and federal, and to recommend action to the Board to direct Staff or the Districts lobbyists to advocate, oppose or monitor individual bills.~~

a) **Tribal Committee**. This committee will study, discuss and address issues related to the provision of transit services for Tribal Members of the District. The committee will consist of all tribal members of the District. The committee will meet on an as needed basis. The committee will keep minutes of its meetings and will forward all recommendations to the Board of Director's for possible action.

b) **Finance Subcommittee**. This committee may deal with all administrative, land and facility acquisition and financial matters that would require Board action as submitted by the Executive Director, but not limited to the budget, collective bargaining, and human resource policies. This committee will also meet and serve as the entry and exit committee for purposes of the annual audit. The actual duties, membership and functions of this committee will be prescribed by resolution of the Board of the Directors.

Section 12.04. **Special Committees.** The Board may also appoint Special Advisory Committees to advise the Board. The members of these Special Advisory Committees may include Directors, official designees, and Officers of the District as well as individuals not members of the Board. Special Advisory Committees shall not be authorized to exercise any power of the Board.

Section 12.05. **Committee Meetings.** A committee meeting may be called at any time by the committee chair or a simple majority of the committee members upon ~~reasonable~~ legal notice as required by these Bylaws. ~~determined by the Board~~. Committees may propose rules of order and procedures to the Board which, if adopted by the Board ~~or the committee~~, shall govern the matters addressed in the rules.

~~Section 12.06. **Open Meetings.** No public notice of the committee meeting is required if the committee has less than a quorum of the Board in attendance. All committee meetings shall be open to the public, with such exceptions as permitted under the Open Meetings Act, notwithstanding the exception to the notice requirement in the Open Meetings Act for committees with less than a quorum in attendance.~~

Section 12.0~~7~~6. **Telephone Conference**. Committee meetings may be held by telephone conference or use of similar equipment, pursuant to the requirements of the Open Meetings Act. Committee meetings held by teleconference are open meetings and such meeting will be held in a location where

the public may listen to the proceedings. All committee meetings shall be held in ADA accessible locations.

ARTICLE XIII
EXECUTIVE DIRECTOR

Section 13.01. Executive Director. The Board shall appoint an Executive Director who shall serve for such term and upon such conditions, including salary, as the Board of Directors, from time to time, may establish ~~by resolution~~. The Board shall enter into an employment contract with such Executive Director which shall specify the terms and conditions of his or her employment.

Section 13.02. **Authority and Duties.** The Executive Director shall be the chief executive officer of the District, shall supervise the activities of the District, shall see that all policies, directions and orders of the Board are carried out and shall, under the supervision of the Board, have such other authority, powers, or duties as may be prescribed by the Board. The Executive Director shall:

(a) Sign contracts or agreements with Vendors or service providers that are necessary to carry out the purposes of the District, provided however that they involve less than $100,000, and are included in a duly approved budget. Expenses over $100,000 shall be approved by the Board and signed by the appropriate ~~people~~officers and agents of the District;

(b) Appoint, hire, discharge and retain employees, agents, engineers, attorneys, accountants, financial advisors, investment bankers, and other consultants as approved through the budget process;

(c) Dispose of assets of the District, provided, however that the assets are no longer useful to the District and have a nominal market value and that any asset disposal is expressly approved by the Board or its Committees where the law so requires;

(d) Sign contracts or agreements when authorized to do so ~~that require specifically approved~~approval by the Board regardless of the contract amount;

(e) Prepare an annual budget and maintenance of financial records and books of account, and preparation of a monthly financial statement.

(f) Negotiate collectively bargained agreements as required.

(g) Staff and attend such Committee meetings as may be required.

~~(d)~~(h) Perform any other duties legally delegated to the NCRTD staff by the Board.

~~ARTICLE XIV~~
~~FINANCE~~

~~Pursuant to the Act and the Contract, the District has several financing mechanisms available to it for the purpose of financing the purchase, construction, renovation, equipping, or furnishing of its regional transit system(s) project. The District may collect tolls, fees, rates, or charges; it may issue bonds, and it may invest or deposit funds. In addition, non-Pueblo Members of the District may authorize increases in Gross Receipts Taxes for the purpose of financing the District. There may be other financing options open to the District and its Members.~~

ARTICLE XIV
GENERAL PROVISIONS

Section 154.01. **Fiscal year.** The Fiscal year of the District and its affiliate organizations shall begin on the first day of July and end on the last day of June of each year. Because of the extensive involvement of federal government in transit, the federal fiscal year may be utilized internally or for reporting purposes where so required by grants or agreements with the federal government but the District, as a subdivision of the State of New Mexico, shall nevertheless maintain its finances at all times in compliance with New Mexico law.

Section 154.02. **Ownership of Documents.** Written records and other documents relating to the District are the property of the District and shall be filed and maintained under the authority of the Executive Director and shall be maintained in accordance with New Mexico laws including but not limited to the various public records laws contained in Chapter 14 of the New Mexico statutes. ~~and shall not be removed from the District nor shall any information contained therein be released without proper authorization~~.

Section 154.03. **Review, Approval and Amendments.** These Bylaws shall be reviewed from time to time, with any amendments approved by an affirmative vote of no less than two thirds of the voting units of the members.

Section 154.04. **Annual Budget**. The Board shall approve an annual budget ~~pursuant to the legal requirement to~~ and submit ~~an~~ the annual budget to the State each year for approval in a timely fashion.

a) The Executive Director shall prepare annually a preliminary budget, including therein operation and maintenance expenses, debt service, and provision for capital expenditures for the ensuing fiscal year. In the preparation of such preliminary budget and every annual budget the classifications and divisions into which such budget shall be divided shall conform to rules and regulations issued by the Local Government Division (LGD) of the Department of Finance and Administration (DFA), State of New Mexico. Every preliminary budget shall also set forth a statement of the sources of funds and estimated revenues available to defray such expenditures.
b) The Board of Directors shall hold a public hearing on the preliminary budget in accordance with State law.
c) As provided by State law the Board of Directors shall ~~finally~~ adopt the interim annual budget for ~~such~~each succeeding fiscal year by or before June 1, and the final budget by or before July 31. Copies of the annual budget shall be filed in the office of the District and as designated by State statutes and furnished to any interested party upon request or made available online.
d) The Board may, by an affirmative vote of the majority of the Directors in attendance, adopt an amended annual budget when reasonable and necessary, subject to contractual conditions or requirements existing at the time the need for such an amendment arises. The Board must approve all increases or decreases to the net operating expense line, total capital budget line and ~~t~~total operating revenue line of the District's operating and capital budgets.

Section 15.05 **Appropriations.** The Executive Director may approve all revisions to departmental budgets or between departmental budgets without reporting such changes to the ~~Baord~~Board provided ~~that~~that the revisions do not result in any changes to the net operating expense line or total revenue line of the Districts operating and capital budgets.

Section 15.05 **Annual Audit.** The Board of Directors shall cause an annual examination of the District's financial statements to be made in accordance with generally accepted auditing standards and New Mexico statutes following the end of the each fiscal year. The audit shall be performed by an independent Certified Public Accountant retained by the Board of Directors at their sole discretion for this or any other purpose they deem necessary. The auditor shall provide a signed auditor's opinion as to the fair presentation of the financial position of the District, the results of District operations and changes in its financial position for the fiscal year ended. The annual audit shall be open to public inspection when release for such by the Office of the State Auditor.

Section 15.05. **Annual Report.** The Board shall publish an annual report setting forth in sufficient scope and detail the more important acts concerning the business and services of the District, the regional transit system being provided, and how it is being financed.

These Bylaws Amended this ____ day of _____ 2016.~~: January 12, 2007~~???????.

_____

~~Jim West, County of Los Alamos,~~ Daniel Barrone,
Chair
Board of Directors of the
North Central Regional Transit District

Memorandum

To: Finance Subcommittee

From: Anthony J. Mortillaro, Executive Director

CC: Daria Veprek, Human Resources Director

Date: January 11, 2016

Re: **REVIEW AND DISCUSSION OF 2016 COMPENSATION STUDY**

Background: A compensation plan and limited classification review was scheduled for Fiscal Year 2016 since the last one had been completed in Fiscal Year 2013. The review of the compensation plan aligns with the Finance Committee recommendation that such a review be conducted every two to three years to ensure that the District remains market competitive in its pay practices. In addition, at the June, 2015 Board Meeting the Board unanimously passed a motion directing a six month review of the Executive Directors salary to ensure that it falls in line with the compensation study as well. The last time that a similar market study of the Executive Director's salary was undertaken was approximately 4.5 years ago (September 2011).

The District's last general compensation and classification study was undertaken in FY 2013. The 2013 study was adopted by the Board and is the basis of the current compensation plan. Prior to that study the only plan the District has had was created in 2007 by Personnel Systems and Services, a company that provides Human Resources and Management Consulting. That plan was subsequently adopted by the Board on October 5, 2007.

The firm of Personnel Systems and Services was selected to undertake this new analysis due to their prior work on the District's compensation and classification studies. The results of the FY 2015 study are attached hereto. The consulting firm will be present to discuss and review the study outcomes with the Finance Subcommittee.

A closed session has been requested to discuss the data and information (to be made available in the closed session) related to positions covered by the Collective Bargaining Agreement (CBA). Since the current CBA expires this year and it is anticipated that negotiations will be commenced in March/April, 2016, therefore it is critical that the contents of this document remain confidential.

The survey data has been aged by the consultant so that it will be relevant if adopted for implementation in July, 2016.

Recommendation: It is suggested that the Finance Subcommittee discuss the study recommendations and provide an endorsement for Board consideration. If recommended for adoption the data has been aged so that it will be relevant through July, 2016.

Attachments:

Compensation and Classification Study with 2015 Data and 2016 Aged Data and exclusions of material related to "least cost implementation" and preliminary discussions related to Collective Bargaining negotiations.

Compensation Philosophy

In the ongoing debate over which approach to take in the development of organizational compensation objectives and strategy, there are two dominate positions. One is to be a "market driven" or "market based" system, where the prevailing practice of a defined market is used to establish the effective pay rate for all jobs in the organization. The second is to be a "value" or "equity based" system where job classifications are established using some internal equity methodology, then combined with regression analysis to create pay ranges.

Initially the most appealing is classification. These systems promote the perception of equity, fairness and consistency. While most organizations which subscribe to an "equity based" system buy an off-the-shelf program, such as Hay, Decision Band, or some other approach, the values built into these programs may or may not be consistent with those of the organization. It is the opinion of Personnel Systems that in order to have the most reliable, effective and defensible internal equity /classification system, the "worth of work" values of your organization need to be identified and structured into the classification instrument.

The classification approach, no matter how effectively developed and designed, still has administrative headaches. Such as those created by supply and demand issues in the market. You will identify this problem by "market sensitive" positions. Though valued properly based upon your classification system, the assigned pay ranges for these jobs are non-competitive or inadequate. These market conditions may be temporary or may persist over several years.

When frustrations with market sensitive positions persist some managers tend to want to abandon the internal equity method in order to better serve the market sensitive master. This establishes the notion that pure market pricing is the competitive reality. The reality of the situation comes into play when problem indicators surface, such as attrition rates on the rise. However, it is questionable that base pay alone, unless significantly greater, would entice employees to want to change employment. Another issue derived from the market centers around the history of pay practices for gender dominated jobs, the practices which spawned the "comparable worth" debates of the 1980's. Though much ground has been gained in overcoming the perceptions of inequality, to formalize a pay system based solely upon prevailing market job pricing will tend to preserve bias and various forms of compensation discrimination. The greatest weakness in the pure market approach lies in the ability, or inability, to collect quality market data on 100% of your jobs, which forces the use of some internal comparison method.

So what is the conclusion? The conclusion is, that to subscribe to any approach to the total exclusion of the other ultimately results in incongruity. The successful compensation system is eclectic and based upon the integration of the market based approach with a classification system.

Factor I- Job Knowledge 40%

North Central Regional Transit District

KNOWLEDGE, SKILLS & ABILITIES / FORMAL EDUCATION & TRAINING	A Minimal Formal Education.	B Graduation From High School Or GED.	C High School, GED & up to 1 Year Of Job Related Training or Education.	D 2 Years Of Job Related Training, or Associate Degree.	E 4 Years of job related training, Or Bachelor's Degree.	F 4 yr. degree plus 1 Year Of Graduate Work.	G 2 Years Of Graduate Work, Masters Degree Or Equivalent.	H Extensive Graduate Work Beyond Masters.
1. Unskilled. Ability to follow simple oral instructions. Reading and performing simple mathematical computations may be required. May need a basic understanding of the use of common office equipment or basic hand and power tools. Requires basic understanding of well defined essential functions.	**0.62** 0.65	0.68 **0.72** 0.75	0.78 **0.82** 0.87			**Additional points are awarded for required experience as a percentage of the points awarded for Job Knowledge:** I. Up to one (1) year of experience...5% II. Up to three (3) years of experience..10% III. Up to five (5) years of experience..20% IV. Up to eight (8) years of experience...40% V. Over eight (8) years of experience...50%		
2. Semi-skilled. Proficiency in the use of simple equipment. Knowledge of general office procedures, practice or operations. Proficient in math, reading and keyboard operations.	0.77 **0.81** 0.85	0.89 **0.93** 0.98	1.02 **1.07** 1.12	1.17 **1.23** 1.29				
3. Requires working level knowledge, skills, and abilities related to a broad range of either complex clerical or technical functions or apprentice level knowledge of a single funtion area or work specialization.	1.00 **1.05** 1.11	1.15 **1.21** 1.27	1.33 **1.39** 1.46	1.53 **1.60** 1.68	1.75 **1.84** 1.93			
4. Requires para-professional or full performance level of knowledge, skills, and abilities primarily related to a well defined discipline or vocational specialization. Journey level proficiency.	1.30 **1.37** 1.44	1.50 **1.57** 1.65	1.72 **1.81** 1.90	1.60 **2.08** 2.19	1.84 **2.39** 2.51			
5. Entry level professional KSA's utilizing techniques which require understanding of involved practices, principles and/or theory or mastery of a well defined discipline or vocational specialization.		1.95 **2.05** 2.15	2.24 **2.35** 2.47	2.58 **2.71** 2.84	2.96 **3.11** 3.27	3.41 **3.58** 3.76	3.92 **4.12** 4.32	4.51 **4.73** 4.97
6. Requires experienced professional level knowledge, skills, and abilities. High proficiency demonstrated through independent application of principles or theory. Creative work.			2.91 **3.06** 3.21	3.35 **3.52** 3.69	3.85 **4.05** 4.25	4.43 **4.65** 4.89	5.10 **5.35** 5.62	5.86 **6.15** 6.46
7. Highly developed, seasoned professional. Managerial KSA's, Mastery of involved practices, precedents, theory, principles.				4.36 **4.57**	5.01 **5.26** 5.52	5.76 **6.05** 6.35	6.63 **6.96** 7.30	7.62 **8.00**

This factor measures the nature and extent of information or facts which the worker must understand to do acceptable work (e.g., steps, procedures, practices, rules, policies, theories, principles, concepts and precedents) and the nature and extent of skills/abilities necessary to apply the acquired knowledge. It also includes the amount of training required by the job prior to entry. Special requirements, certifications or licenses. **Award additional points as a percentage of the points awarded above for knowledge & training for the following: I. Commercial drivers, applicator, operator licenses or specialized clerical or recreational certification...5%. II. Technical license or certification...10% III. Professional license or designation...20%. Annual or periodic recertification, testing or mandatory training requirements...award an additional 5%.**

Factor II- Responsibility 35%

CONTROLS OVER THE WORK / ACCOUNTABILITY & ACCURACY	A	B	C	D	E	F
	Consequences of error produce little or no negative impact. Remedies are readily available within the context of the task being performed. Minimal loss of time to correct the error.	Error s normally result in loss of own time to correct or check. Quality of task completion impacted by need for accuracy related to repetitive tasks or operations.	Errors may result which affect one or more work group Immediate Supervisors must remedy errors related to accuracy and generally assume full accountability. Impact may vary in severity.	Errors may result affecting multiple work units within a department or cause injury or operating problems difficult to correct. Financial/legal implications exist to some degree.	Errors may result affecting entire department(s). Consequences affect public image for an extended time period requiring considerable resources to correct. Financial/legal implications are serious.	Errors may result which affect the entire organization. Consequences severely affect organizational efficiency. Public image severely damaged. Impact demands executive action. Extensive Financial/legal implications
1. Clear, detailed and specific instructions given for both one-of-a-kind and repetitious tasks; work is closely controlled through the structured nature of the work, by circumstances in which it is performed, or through review of the supervisor.	**0.94** 0.98	1.16 **1.22** 1.28	1.51 **1.58** 1.66			
2. Continuing or individual assignments. Supervisor specifies limitations, quality and quantity of work expected, deadlines and priorities. There is some freedom allowed in selecting methods to be used, but are limited.	1.03 **1.08** 1.13	1.33 **1.40** 1.47	1.73 **1.82** 1.91	2.26 **2.37** 2.49	2.93 **3.08** 3.23	
3. The work is strictly controlled by practices and procedures which are covered by well defined policy; work is performed without direct supervision but is reviewed periodically by the supervisor.	1.18 **1.24** 1.30	1.53 **1.61** 1.69	2.00 **2.09** 2.20	2.59 **2.72** 2.86	3.37 **3.54** 3.72	
4. The work is subject to policies, practices, and procedures. Some freedom is allowed in the application of policy or procedure. The supervisor sets the overall objectives and identifies available resources. Employee in consultation with supervisor develops projects and deadlines.		1.76 **1.85** 1.95	2.29 **2.41** 2.53	2.98 **3.13** 3.29	3.88 **4.07** 4.28	
5. Work is performed under managerial direction with the individual determining what, when, and how the work is done. Establishes unit or program goals & objectives			2.64 **2.77** 2.91	3.43 **3.60** 3.78	4.46 **4.68** 4.92	5.80 **6.09** 6.39
6. These jobs by their very nature and size, are broadly subject to general goals and objectives. Work is performed under broad guidance of policy makers. Much autonomy and freedom to act is essential to job effectiveness.				3.94 **4.14** 4.35	5.13 **5.38** 5.65	6.67 **7.00**

Additional points are awarded for supervisory responsibility and public contacts as a percentage of the points awarded for responsibility: SUPERVISION: I. Serves as leadworker of one unit, crew, or group.....5% II. Performs as first-line supervisor. Is responsible for quality and quantity. Schedules and assigns work.....10%. III. Supervises more than one group performing similar functions. Has general responsibility for project completion.....20%. IV. Supervises a department. Determines priorities. Delegates through subordinate supervisors. Hires & Disciplines.....40%. PUBLIC CONTACTS: I. recurring routine contacts with the public or workers in other units requiring exchange of factual information or explanation.....10% II. Contacts with people and/or managers regarding routine administrative or technical matters.....15%. III. Contacts with administrators or professionals in developing and soliciting cooperative relationships.....20% IV. Contacts with administrators with significant impact on programs, projects or policies....25%. V. Contacts with legislative, executive or judicial officials affecting the purpose of the organization...30%. BUDGET: I. Secondary responsibility to implement and monitor the budget of a section or division.....5%. II. Primary responsibility to prepare and administer a budget for more than one section or division, or for a department .....10%. **III. Comprehensive District Wide Budget Planning & Management.....30%**

Factor III- Difficulty of Work 15%

COMPLEXITY & VARIETY OF WORK / JUDGMENT & DECISIONS REQUIRED	A	B	C	D	E	F
	Little or no judgment or decisionmaking. Decisions limited to routine steps in perfroming well defined tasks or in determining the speed at which to perform.	Decisions are few and directly related to a well defined process. Requires some judgment in selecting variations in sequence of steps, operations or procedures.	Decisions are frequent but related to a well defined process. Judgment is required to select most suitable procedure from more than one process alternative.	Decisions are varied and based upon practice or policy. Employee required to make interpretative judgments when necessary to deviate from standard methods. Determines use of resources.	Decisions are varied based upon broad principles and guidelines. Judgment required to determine program direction and options for policy implementation.	Makes technical and complex decisions based upon research. Judgments must be made without existing guidelines. Creates policy affecting the entire organization.
1. The work consists of a few tasks or functions that are clear cut and directly related. Action to be taken or responses to be made are readily available. There is little variation in the work.	**0.40** 0.42	0.50 **0.52** 0.55				
2. The work consists of duties involving more than one sequence of steps. Variations in the work stem from differences in the source of information, kinds of transactions, entries or other factual situations.	0.44 **0.46** 0.49	0.57 **0.60** 0.63	0.74 **0.78** 0.82			
3. The Work consists of various duties involving different processes and methods. Choices to be considered differ with the subject, phase, or issues involving each assignment.	0.51 **0.53** 0.56	0.66 **0.69** 0.73	0.86 **0.90** 0.94	1.11 **1.17** 1.23		
4. Aspects of the work involve conditions and elements that must be identified and analyzed to discern interrelationships and deviations from standards in a specialty field or discipline. Tasks require development of goals and objectives based upon existing interpretation of established policies, rules and guidelines.		0.76 **0.79** 0.83	0.98 **1.03** 1.08	1.28 **1.34** 1.41	1.66 **1.74** 1.83	2.16 **2.27** 2.38
5. The work consists of independent assignments with varying duties which comprise a primary level of responsibility. Factors to be considered involve the assessment of unusual circumstances, variations in approach, incomplete or conflicting data, and incompatible results. The work requires the development and implementation of program options.		0.87 **0.91** 0.96	1.13 **1.19** 1.25	1.47 **1.54** 1.62	1.91 **2.01** 2.11	2.48 **2.61** 2.74
6. The work consists of a variety of duties involving a broad range of activities or depth of analysis to develop and implement organization-wide goals and policies.				1.69 **1.78** 1.86	2.20 **2.31** 2.42	2.86 **3.00**

Award additional points for stress as a percentage of points awarded for difficulty of work: This sub-factor attempts to recognizes the degree of mental or emotional fatigue or stress inherent to the job and sustained through concentration, work pressures or critical incidents (CIS syndrome). Consider the cycle, duration, and intensity sustained. Consider the need to deal with the public over controversial issues, the responsibility for problem resolution and the need to meet time deadlines. SOME- 5% MODERATE- 10% CONSIDERABLE- 15% CRITICAL INCIDENT-20%

FActor IV- Work Environment 10%

PHYSICAL EFFORT / WORKING CONDITIONS	A	B	C	D
	Effort is minimal and is exerted only for short, intermitted periods. Effort involves light lifting of tools,objects, and working materials. May involve light pushing, pulling, reaching, bending. Requires normal hearing and visual acuity. Normally performs in seated position. Occasional standing for short durations.	Effort is exerted occasionally for short periods of time. Strain periodic but not prolonged. Moderate lifting, pushing, pulling, bending. More than normal visual and hearing acuity for precision work. Normally performs in abnormal sitting or standing positions. Moderate Manual dexterity required.	Effort is exerted regularly for sustained periods of time. Strain may be for frequent or moderate duration. Moderately heavy lifting, pushing, pulling. Considerable crouching, stooping or lying in prone position, Some strain on sight and hearing. Performs in abnormal positions. High Manual dexterity required.	Effort is prolonged and frequent. Strain may be extended in duration. Effort involves heavy lifting (90 lbs), pushing, pulling with excessive crouching, stooping or lying in prone position. Could involve intense strain on sight and hearing. High manual dexterity be required.
1. No observable hazards or threat to health or safety. Adequate working conditions with at least minimum environmental conditions to assure the comfort of most workers.	0.60 0.63	0.66 **0.69** 0.72	0.75 **0.79** 0.83	0.87 **0.91** 0.96
2. Minimum hazardous working conditions. Minor threat to health and/or safety. Generally adequate working conditions with minimum environmental conditions to assure comfort. Traveling in an automobile may be a regular part of the job.	0.74 **0.78** 0.82	0.85 **0.89** 0.94	0.98 **1.03** 1.08	1.13 **1.18** 1.24
3. Occasional exposure to hazardous work conditions (noise, fumes, heights, slippery, vibrations, moving parts, disease etc.). Moderate exposure to dust, grease, temperature changes, noise, inadequate lighting, inclement weather, etc. Periodic conditions which involve chance of injury.	0.96 **1.01** 1.06	1.11 **1.16** 1.22	1.27 **1.34** 1.40	1.47 **1.54** 1.62
4. Daily exposure to hazardous work conditions. Prolonged and frequent exposure to dust, grease, extreme temperature, or severe outdoor weather conditions. Recurring conditions which involve chance of injury.	1.25 **1.32** 1.38	1.44 **1.51** 1.59	1.66 **1.74** 1.83	1.90 **2.00**

Hazard Uncertainty: For positions which daily require the operation of service vehicles on city/county/state/federal roadways, **add 50%.** For positions requiring regular and frequent travel, whether local or regional, primarily by automobile, **add 25%.**

NCRTD Point Evaluation

By Rank Order

FLSA Exempt	Job Code	Department	Job Title	Factor I				Factor II				Factor IV		Factor III		Total Pts.
				Job Knowledge	Years Exper.	Certs, License	Annual Recert	Respon-sibility	Super-vision	Public Cont.	Budget	Difficulty Of Work	Stress	Work Environ	Haz-ard	
Yes	110	ADMINISTRATION	FINANCE DIRECTOR	5.26	2.10	0.00	0.00	6.09	2.43	1.52	1.83	2.61	0.39	0.60	0.00	22.83
Yes	200	OPERATIONS	TRANSIT & FACILITIES OPERATIONS DIRECTOR	5.26	2.10	0.26	0.26	6.09	2.43	1.52	0.61	1.69	0.25	0.78	0.19	21.46
Yes	120	ADMINISTRATION	HUMAN RESOURCE DIRECTOR	5.26	2.10	0.53	0.26	4.68	0.47	1.17	0.23	2.48	0.37	0.60	0.00	18.16
Yes	220	OPERATIONS	FLEET & FACILITIES MAINTENANCE MANAGER	4.05	0.81	0.20	0.20	3.60	0.72	0.90	0.36	2.01	0.30	1.16	0.58	14.90
Yes	125	ADMINISTRATION	PUBLIC INFORMATION OFFICER	4.05	0.81	0.00	0.00	4.68	0.47	1.40	0.23	1.78	0.27	0.60	0.15	14.43
Yes	130	ADMINISTRATION	TRANSIT PLANNING, PROJECTS AND GRANTS MANAGER	4.05	0.81	0.00	0.00	4.68	0.47	1.40	0.23	1.78	0.27	0.60	0.15	14.43
Yes	115	ADMINISTRATION	FINANCIAL ANALYST	4.05	0.81	0.00	0.00	4.68	0.00	0.70	0.47	1.74	0.26	0.60	0.00	13.31
No	205	OPERATIONS	TRANSIT SHIFT SUPERVISOR	2.05	0.82	0.10	0.10	3.60	0.36	0.54	0.00	1.34	0.20	1.16	0.58	10.86
Yes	129	ADMINISTRATION	REGIONAL TRANSIT PLANNER	3.27	0.33	0.00	0.00	3.60	0.18	0.72	0.18	1.54	0.23	0.60	0.15	10.80
Yes	117	ADMINISTRATION	MARKETING & COMMUNICATIONS SPECIALIST	3.27	0.33	0.00	0.00	3.60	0.18	0.72	0.18	1.54	0.23	0.60	0.00	10.65
No	135	ADMINISTRATION	EXECUTIVE ASSISTANT	3.11	0.62	0.00	0.00	3.60	0.00	0.54	0.18	1.13	0.17	0.60	0.00	9.96
No	116	ADMINISTRATION	FINANCIAL SPECIALIST	2.71	0.54	0.00	0.00	2.09	0.00	0.31	0.10	1.03	0.15	0.60	0.00	7.55
No	228	OPERATIONS	FLEET MECHANIC	2.08	0.21	0.10	0.10	1.82	0.00	0.18	0.00	1.03	0.10	1.34	0.33	7.31
No	210	OPERATIONS	*TRANSIT DRIVER III/LEAD	1.21	0.48	0.06	0.06	2.00	0.10	0.20	0.00	0.79	0.08	1.32	0.66	6.96
No	225	OPERATIONS	FACILITIES MAINTENANCE SPECIALIST	1.57	0.31	0.00	0.00	2.09	0.00	0.21	0.00	0.90	0.09	1.16	0.58	6.93
No	230	OPERATIONS	ADMINISTRATIVE SPECIALIST	2.08	0.21	0.00	0.00	2.09	0.00	0.31	0.10	1.08	0.16	0.60	0.00	6.65
No	216	OPERATIONS	*CUSTOMER SERVICE REPRESENTATIVE II/TRANSIT SOFTWARE SPECIALIST	1.57	0.16	0.08	0.08	2.00	0.00	0.30	0.00	0.69	0.07	0.60	0.00	5.54
No	211	OPERATIONS	*TRANSIT DRIVER II	0.98	0.20	0.05	0.05	1.47	0.00	0.15	0.00	0.52	0.05	1.32	0.66	5.44
No	215	OPERATIONS	*CUSTOMER SERVICE REPRESENTATIVE II	1.50	0.15	0.07	0.07	1.91	0.00	0.19	0.00	0.66	0.10	0.60	0.00	5.26
No	212	OPERATIONS	*TRANSIT DRIVER I	0.89	0.09	0.04	0.04	0.94	0.00	0.09	0.00	0.42	0.04	1.32	0.66	4.53
No	226	OPERATIONS	FLEET & FACILITIES MAINTENANCE WORKER	0.72	0.07	0.04	0.04	1.22	0.00	0.12	0.00	0.52	0.03	1.16	0.58	4.49
No	216	OPERATIONS	*CUSTOMER SERVICE REPRESENTATIVE I	0.93	0.05	0.00	0.00	1.91	0.00	0.19	0.00	0.69	0.10	0.60	0.00	4.47

*= Union

North Central RTD Compensation Study 2015

		Eval Points	Range Minimum	Range Midpoint	Range Maximum	Average Actual	Range %
CARLSBAD SCHOOL DISTRICT	FINANCE MANAGER/DIRECTOR	22.83	$113,000	$118,000	$123,000	$117,963	8.8%
KITSAP TRANSIT	FINANCE DIRECTOR	22.83	$94,890	$111,249	$127,608	$111,249	34.5%
CARLSBAD	FINANCE DIRECTOR	22.83	$92,568	$95,928	$99,288	$95,928	7.2%
SANTA FE SCHOOL DISTRICT	FINANCE DIRECTOR	22.83	$91,000	$95,100	$99,200	$94,600	9.0%
FARMINGTON SCHOOL DISTRICT	FINANCE MANAGER/DIRECTOR	22.83	$90,880	$106,784	$122,688	$109,056	35.0%
ROSWELL SCHOOL DISTRICT	FINANCE MANAGER/DIRECTOR	22.83	$90,722	$104,330	$130,413	$104,330	43.8%
INTERCITY TRANSIT	FINANCE / ADMINISTRATIVE DIRECTOR	22.83	$87,610	$102,950	$118,290	$118,290	35.0%
LOS ALAMOS SCHOOL DISTRICT	CHIEF FINANCIAL OFFICER	22.83	$87,500	$96,250	$105,000	$96,250	20.0%
LAS CRUCES	DIRECTOR - FINANCE	22.83	$83,025	$99,630	$119,556	$99,630	44.0%
LAS CRUSES SCHOOL DISTRICT	FINANCE MANAGER/DIRECTOR "CONTROLLER"	22.83	$82,500	$86,213	$89,925	$89,925	9.0%
LANE TRANSIT DISTRICT	CFO (FINANCE DIRECTOR)	22.83	$82,414	$96,150	$109,885	$105,359	33.3%
HOBBS SCHOOL DISTRICT	FINANCE MANAGER/DIRECTOR	22.83	$78,501	$82,707	$86,912	$82,705	10.7%
TAOS SCHOOL DISTRICT	FINANCE MANAGER/DIRECTOR	22.83	$78,261	$90,000	$112,500	$90,000	43.8%
BEN FRANKLIN TRANSIT DISTRICT/ WA	ADMINISTRATIVE SERVICES MANAGER	22.83	$74,775	$99,137	$123,498	$100,416	65.2%
NORTHERN AZ IP TRANSIT	ADMINISTRATIVE/COMPLIANCE DIRECTOR	22.83	$69,702	$111,523	$153,344	$94,829	120.0%
ESPANOLA SCHOOL DISTRICT	FINANCE MANAGER/DIRECTOR	22.83	$64,499	$74,252	$84,005	$81,000	30.2%
HOBBS SCHOOL DISTRICT	TRANSPORTATION MANAGER	21.46	$85,350	$89,933	$94,506	$98,875	10.7%
LAS CRUSES SCHOOL DISTRICT	TRANSPORTATION MANAGER "TRANSPORTATION DIRECTOR"	21.46	$82,500	$86,213	$89,925	$89,925	9.0%
SANTA FE SCHOOL DISTRICT	TRANSPORTATION MANAGER	21.46	$74,675	$76,163	$77,650	$77,650	4.0%
NORTHERN AZ IP TRANSIT	OPERATIONS DIRECTOR	21.46	$69,702	$111,523	$153,344	$94,829	120.0%
SANTA FE CITY	TRANSIT DIVISION DIRECTOR	21.46	$65,205	$90,280	$115,356	$89,981	76.9%
ESPANOLA SCHOOL DISTRICT	TRANSPORTATION MANAGER	21.46	$64,499	$74,252	$84,005	$77,500	30.2%
ROSWELL SCHOOL DISTRICT	TRANSPORTATION MANAGER	21.46	$64,402	$74,062	$92,578	$74,062	43.8%
LOS ALAMOS COUNTY	TRANSIT MANAGER	21.46	$64,100	$79,300	$94,500	$83,100	47.4%
LAS CRUCES	TRANSIT OP ADMININSTRATOR	21.46	$63,768	$79,711	$95,653	$77,348	50.0%
ALBUQUERQUE	TRANSIT MGR/PLANNING AND MARKETING	21.46	$59,571	$77,782	$95,992	$77,782	61.1%
CARLSBAD	TRANSIT MANAGER	21.46	$54,413	$56,374	$58,335	$56,374	7.2%
FARMINGTON SCHOOL DISTRICT	TRANSPORTATION MANAGER	21.46	$53,441	$58,785	$64,129	$64,129	20.0%
ROSWELL	TRANSIT SYSTEM DIRECTOR	21.46	$46,287	$52,682	$59,076	$52,682	27.6%
CARLSBAD SCHOOL DISTRICT	HR MANAGER	18.16	$113,000	$118,000	$123,000	$113,000	8.8%
HOBBS SCHOOL DISTRICT	HR MANAGER	18.16	$98,063	$107,390	$116,716	$103,034	19.0%
KITSAP TRANSIT	HR DIRECTOR	18.16	$94,890	$111,249	$127,608	$111,249	34.5%
LOS ALAMOS COUNTY	HUMAN RESOURCES MANAGER	18.16	$94,700	$117,200	$139,700	$123,900	47.5%
SANTA FE SCHOOL DISTRICT	HR MANAGER/DIRECTOR	18.16	$91,000	$95,100	$99,200	$95,600	9.0%
LAS CRUCES	DIRECTOR - HUMAN RESOURCES	18.16	$90,907	$99,998	$109,088	$109,088	20.0%
FARMINGTON SCHOOL DISTRICT	HR MANAGER	18.16	$90,880	$106,784	$122,688	$109,056	35.0%
FARMINGTON	HUMAN RESOURCES DIRECTOR	18.16	$90,842	$113,314	$135,786	$90,842	49.5%
ROSWELL SCHOOL DISTRICT	HR MANAGER	18.16	$90,722	$104,330	$130,413	$104,330	43.8%
INTERCITY TRANSIT	HUMAN RESOURCE DIRECTOR	18.16	$87,610	$102,950	$118,290	$118,064	35.0%
CARLSBAD	HUMAN RESOURCE DIRECTOR	18.16	$84,048	$87,081	$90,114	$87,081	7.2%
LANE TRANSIT DISTRICT	HUMAN RELATIONS MANAGER	18.16	$82,414	$96,150	$109,885	$91,817	33.3%
SANTA FE CITY	HUMAN RESOURCES DIRECTOR	18.16	$71,725	$97,320	$122,914	$103,268	71.4%
LAS CRUSES SCHOOL DISTRICT	RISK/SAFETY MANAGER "SAFETY & SECURITY COORDINATOR"	18.16	$68,000	$71,740	$75,480	$72,760	11.0%
ESPANOLA SCHOOL DISTRICT	HR MANAGER	18.16	$64,499	$74,252	$84,005	$72,350	30.2%
TAOS SCHOOL DISTRICT	HR MANAGER	18.16	$84,348	$74,000	$92,500	$74,000	43.8%
ROSWELL	HUMAN RESOURCE DIRECTOR	18.16	$54,094	$61,566	$69,039	$61,566	27.6%
RIO RANCHO	HR ADMINISTRATOR	18.16	$52,324	$65,405	$78,486	$98,313	50.0%
KITSAP TRANSIT	MAINTENANCE MANAGER (FLEET & FAC. MAINT. MGR)	14.90	$81,827	$95,919	$110,011	$95,919	34.4%
LANE TRANSIT DISTRICT	FACILITIES & MAINTENANCE MANAGER	14.90	$77,022	$89,859	$102,695	$95,408	33.3%
LOS ALAMOS COUNTY	FLEET MANAGER	14.90	$70,700	$87,400	$104,100	$85,200	47.2%
ALBUQUERQUE	FLEET MGR	14.90	$59,571	$77,782	$95,992	$77,782	61.1%
LAS CRUCES	FLEET SERVICES ADMINISTRATOR	14.90	$57,515	$71,894	$86,272	$71,894	50.0%
BEN FRANKLIN TRANSIT DISTRICT/ WA	FLEET AND FACILITIES SUPERVISOR	14.90	$54,276	$69,062	$83,848	$68,177	54.5%
FARMINGTON	VEHICLE MAINTENANCE SUPERINTENDENT	14.90	$50,032	$62,381	$74,730	$62,739	49.4%
SANTA FE COUNTY	FLEET SERVICE MANAGER	14.90	$49,787	$62,234	$74,681	$62,234	50.0%
NORTHERN AZ IP TRANSIT	FACILITIES MANAGER	14.90	$48,665	$77,864	$107,062	$63,367	120.0%
NORTHERN AZ IP TRANSIT	FLEET MANAGER	14.90	$46,347	$74,156	$101,964	$60,349	120.0%
LAS CRUSES SCHOOL DISTRICT	MGR/FOREMAN AT BUS CO.	14.90	$45,652	$52,500	$65,825	$52,500	43.8%
LAS CRUCES	FLEET MAINTENANCE SUPERVISOR	14.90	$41,796	$52,190	$62,584	$48,830	49.7%
RIO RANCHO	FLEET MAINT SUPERVISOR	14.90	$40,997	$51,247	$61,496	$56,546	50.0%
SANTA FE CITY	EQUIPMENT SERVICE MANAGER	14.90	$38,739	$52,500	$66,261	$45,393	71.0%
LAS CRUCES	SUPERVISOR TRANSIT MAINTENANCE	14.90	$37,967	$47,459	$56,950	$59,798	50.0%

FINANCE DIRECTOR
Regression - Market Reconciliation

Statistics		SDev	Count	StError
		$11,310	16	$2,828
Regression Rate		↕ Difference		Error Ratio
22.83	$88,299	$3,183		1.13

Comparable? Parity? Competitive Edge? Trendsetter?

Average	Percentile- Pay Objective			
	50th	60th		
$85,117	$85,263	$88,232		

TRANSIT & FACILITIES OPERATIONS DIRECTOR
Regression - Market Reconciliation

Statistics		SDev	Count	StError
		$11,046	13	$3,064
Regression Rate		↕ Difference		Error Ratio
21.46	$81,102	$15,877		5.18

Comparable? Parity? Competitive Edge? Trendsetter?

Average	Percentile- Pay Objective			
	50th	60th		
$65,225	$64,402	$64,781		

HUMAN RESOURCE/SAFETY & RISK ADMINISTRATOR
Regression - Market Reconciliation

Statistics		SDev	Count	StError
		$16,362	18	$3,856
Regression Rate		↕ Difference		Error Ratio
18.16	$66,132	-$16,316		-4.23

Comparable? Parity? Competitive Edge? Trendsetter?

Average	Percentile- Pay Objective			
	50th	60th		
$82,448	$89,166	$90,857		

FLEET & FACILITIES MAINTENANCE MANAGER
Regression - Market Reconciliation

Statistics		SDev	Count	StError
		$13,678	15	$3,532
Regression Rate		↕ Difference		Error Ratio
14.90	$54,015	$622		0.18

Comparable? Parity? Competitive Edge? Trendsetter?

Average	Percentile- Pay Objective			
	50th	60th		
$53,393	$49,787	$52,578		

LOS ALAMOS COUNTY	PUBLIC RELATIONS MANAGER	14.43	$70,700	$87,400	$104,100	$89,700	47.2%
KITSAP TRANSIT	MARKETING & PUBLIC INFO COORDINATOR	14.43	$62,338	$73,102	$83,866	$73,102	34.5%
INTERCITY TRANSIT	MARKETING & COMMUNICATIONS MANAGER	14.43	$61,173	$71,885	$82,597	$68,848	35.0%
NORTHERN AZ IP TRANSIT	MARKETING MANAGER	14.43	$48,665	$77,864	$107,062	$63,367	120.0%
MID-REGION COUNCIL/RIO METRO	MARKETING MANAGER	14.43	$47,379	$60,246	$73,112	$56,855	54.3%
BEN FRANKLIN TRANSIT DISTRICT/ WA	SERVICES DEVELOPMENT MANAGER (PLANNING)	14.43	$74,775	$99,137	$123,498	$100,416	65.2%
INTERCITY TRANSIT	PLANNING MANAGER	14.43	$73,195	$86,008	$98,821	$98,821	35.0%
NORTHERN AZ IP TRANSIT	DEVELOPMENT DIRECTOR	14.43	$69,702	$111,523	$153,344	$94,829	120.0%
KITSAP TRANSIT	GRANTS & COMPLIANCE COORDINATOR	14.43	$67,163	$78,739	$90,314	$78,739	34.5%
KITSAP TRANSIT	FINANCIAL ANALYST	13.31	$52,478	$61,508	$70,533	$61,508	34.4%
LOS ALAMOS SCHOOL DISTRICT	ACCOUNTING TECHNICIAN IV	13.31	$61,292	$69,421	$97,550	$69,421	20.0%
LOS ALAMOS COUNTY	SENIOR ACCOUNTANT	13.31	$58,100	$71,600	$85,500	$66,700	47.2%
LAS CRUSES SCHOOL DISTRICT	FINANCE/ ACCOUNTING ANALYST "FINANCIAL SYSTEMS MANAGER"	13.31	$55,874	$63,804	$71,734	$71,734	28.4%
LOS ALAMOS COUNTY	ACCOUNTANT	13.31	$52,700	$65,150	$77,600	$50,600	47.2%
FARMINGTON	FINANCIAL ANALYST	13.31	$50,032	$62,381	$74,730	$55,120	49.4%
CARLSBAD	BUDGET ACCOUNTANT	13.31	$49,425	$51,205	$52,985	$51,205	7.2%
LAS CRUSES SCHOOL DISTRICT	FINANCE/ACCOUNTING SPECIALIST "ACCOUNTANT"	13.31	$46,796	$53,427	$60,058	$60,058	28.3%
LAS CRUCES	ACCOUNTANT SENIOR	13.31	$45,390	$56,737	$68,085	$56,338	50.0%
SANTA FE SCHOOL DISTRICT	FINANCE/ACCOUNTING SPECIALIST	13.31	$45,320	$60,996	$76,671	$54,384	69.2%
MID-REGION COUNCIL/RIO METRO	ACCOUNTANT II	13.31	$32,362	$41,162	$49,961	$38,834	54.4%
LANE TRANSIT DISTRICT	DEVELOPMENT PLANNER	10.80	$58,761	$68,554	$78,347	$84,505	33.3%
BEN FRANKLIN TRANSIT DISTRICT/ WA	TRANSIT PLANNER	10.80	$52,158	$58,367	$80,576	$65,515	54.5%
LAS CRUCES	TRANPORTATION PLANNER	10.80	$44,931	$56,164	$67,396	$48,788	50.0%
NORTHERN AZ IP TRANSIT	TRANSIT PLANNER	10.80	$42,038	$67,261	$92,484	$54,738	120.0%
MID-REGION COUNCIL/RIO METRO	SPECIAL PROJECTS PLANNER	10.80	$35,598	$45,276	$54,953	$42,718	54.4%
KITSAP TRANSIT	OPERATIONS SUPERVISOR 2 (TRANSIT SHIFT SUPER)	10.86	$59,363	$69,597	$79,830	$69,597	34.5%
INTERCITY TRANSIT	OPERATIONS/TRANSIT SUPERVISOR	10.86	$58,781	$69,077	$79,373	$79,373	35.0%
LANE TRANSIT DISTRICT	TRANSIT OPERATIONS SUPERVISOR	10.86	$58,761	$68,555	$78,348	$68,555	33.3%
NORTHERN AZ IP TRANSIT	OPERATIONS SUPERVISOR	10.86	$47,278	$63,586	$79,893	$47,278	69.0%
ALBUQUERQUE	ALBUQUERQUE RIDE SUPERVISOR	10.86	$48,402	$62,671	$76,939	$62,671	59.0%
LOS ALAMOS COUNTY	TRANSIT SUPERVISOR	10.86	$45,500	$56,400	$67,300	$54,500	47.9%
LAS CRUCES	SUPERVISOR ROUTE OPERATIONS	10.86	$37,041	$46,301	$55,561	$43,947	50.0%
LAS CRUCES	SUPERVISOR DIAL A RIDE OPRTNS	10.86	$33,557	$41,946	$50,336	$42,459	50.0%
LANE TRANSIT DISTRICT	EXECUTIVE ASSISTANT	9.96	$54,197	$63,710	$73,222	$68,206	35.1%
BEN FRANKLIN TRANSIT DISTRICT/ WA	EXECITIVE ASSISTANT/CLERK TO THE BOARD	9.96	$52,158	$66,367	$80,576	$65,515	54.5%
CARLSBAD	EXECUTIVE ASSISTANT	9.96	$51,873	$53,744	$55,614	$53,744	7.2%
KITSAP TRANSIT	EXECUTIVE ASSISTANT/ DEPUTY CLERK OF THE BOARD	9.96	$51,189	$60,008	$68,827	$60,008	34.5%
CARLSBAD SCHOOL DISTRICT	EXECUTIVE ASSISTANT	9.96	$47,000	$52,000	$57,000	$54,000	21.3%
INTERCITY TRANSIT	EXECUTIVE ASSISTANT (EXECUTIVE ASSISTANT II)	9.96	$46,779	$54,864	$63,149	$63,149	35.0%
CARLSBAD	EXECUTIVE SECRETARY	9.96	$44,891	$46,511	$48,132	$46,511	7.2%
FARMINGTON	ADMINISTRATIVE ASSISTANT	9.96	$42,752	$50,858	$58,964	$51,193	37.0%
ALBUQUERQUE	EXECUTIVE ASSISTANT	9.96	$39,936	$51,657	$63,378	$51,657	58.7%
ROSWELL SCHOOL DISTRICT	EXECUTIVE ASSISTANT	9.96	$39,614	$50,311	$61,008	$40,425	54.0%
FARMINGTON	ADMINISTRATIVE ASSISTANT	9.96	$36,782	$45,898	$55,014	$43,765	49.6%
RIO RANCHO	EXECUTIVE ASSISTANT	9.96	$35,415	$44,269	$53,122	$45,124	50.0%
LAS CRUCES	EXEC ADMIN ASST	9.96	$34,244	$42,805	$51,366	$41,920	50.0%
LAS CRUCES	EXECUTIVE ADMIN ASSISTANT	9.96	$34,244	$42,805	$51,366	$41,920	50.0%
ESPANOLA SCHOOL DISTRICT	EXECUTIVE ASSISTANT	9.96	$32,246	$38,766	$45,286	$45,000	40.4%
SANTA FE CITY	ADMINISTRATIVE ASSISTANT	9.96	$32,016	$44,763	$57,510	$44,788	79.6%
ALBUQUERQUE	ADMINISTRATIVE ASST	9.96	$31,429	$41,299	$51,168	$41,299	62.8%
SANTA FE COUNTY	ADMINISTRATIVE ASSISTANT	9.96	$29,643	$37,145	$44,646	$37,145	50.6%
ALBUQUERQUE SCHOOL DISTRICT	EXECUTIVE ASSISTANT	9.96	$29,385	$32,940	$36,495	$32,940	24.2%
LOS ALAMOS SCHOOL DISTRICT	EXECUTIVE ASSISTANT- NO POSITION	9.96	$29,141	$48,205	$63,269	$46,205	117.1%
HOBBS SCHOOL DISTRICT	EXECUTIVE ASSISTANT	9.96	$28,099	$36,468	$44,836	$44,836	59.6%
LAS CRUSES SCHOOL DISTRICT	EXECUTIVE ASSISTANT "ADMINISTRATIVE ASST"	9.96	$24,964	$32,561	$40,158	$33,033	60.9%
FARMINGTON SCHOOL DISTRICT	EXECUTIVE ASSISTANT	9.96	$23,523	$42,971	$62,418	$38,705	185.3%
KITSAP TRANSIT	ADMINISTRATIVE ASSOCIATE 4 (OPERATIONS ADM. SPEC)	6.65	$41,995	$49,244	$56,493	$49,244	34.5%
BEN FRANKLIN TRANSIT DISTRICT/ WA	ADMINISTRATIVE ASST	6.65	$37,752	$43,017	$48,282	$44,179	27.9%
RIO RANCHO	ADMINISTRATIVE ASSISTANT	6.65	$32,122	$40,153	$48,184	$38,173	50.0%
LOS ALAMOS COUNTY	DEPUTY CLERK	6.65	$36,600	$45,300	$54,000	$39,400	47.5%
FARMINGTON	SECRETARY II	6.65	$30,740	$38,372	$46,004	$34,875	49.7%
LAS CRUCES	ADMINISTRATIVE ASSISTANT	6.65	$29,102	$36,378	$43,654	$35,421	50.0%
MID-REGION COUNCIL/RIO METRO	SECRETARY III	6.65	$20,780	$26,437	$32,094	$24,936	54.4%
FARMINGTON SCHOOL DISTRICT	FINANCE/ACCOUNTING SPECIALIST	7.55	$55,125	$64,772	$74,419	$66,150	35.0%

PUBLIC INFORMATION OFFICER
Regression - Market Reconciliation

Statistics		SDev	Count	StError
		$9,876	5	$4,417
Regression Rate		Difference		Error Ratio
14.43	$52,494	-$5,557		-1.26

Comparable? Parity? Competitive Edge? Trendsetter?

Average	Percentile- Pay Objective			
	50th	60th		
$58,051	$61,173	$65,233		

TRANSIT PLANNING, PROJECTS AND GRANTS MANAGER
Regression - Market Reconciliation

Statistics		SDev	Count	StError
		$3,430	4	$1,715
Regression Rate		Difference		Error Ratio
14.43	$52,494	-$18,714		-10.91

Comparable? Parity? Competitive Edge? Trendsetter?

Average	Percentile- Pay Objective			
	50th	60th		
$71,209	$71,449	$73,195		

FINANCIAL ANALYST
Regression - Market Reconciliation

Statistics		SDev	Count	StError
		$11,925	11	$3,595
Regression Rate		Difference		Error Ratio
13.31	$48,975	-$2,823		-0.79

Comparable? Parity? Competitive Edge? Trendsetter?

Average	Percentile- Pay Objective			
	50th	60th		
$51,797	$50,032	$52,522		

REGIONAL TRANSIT PLANNER
Regression - Market Reconciliation

Statistics		SDev	Count	StError
		$8,991	5	$4,021
Regression Rate		Difference		Error Ratio
10.80	$41,917	-$4,781		-1.19

Comparable? Parity? Competitive Edge? Trendsetter?

Average	Percentile- Pay Objective			
	50th	60th		
$46,697	$44,931	$49,267		

TRANSIT SHIFT SUPERVISOR
Regression - Market Reconciliation

Statistics		SDev	Count	StError
		$9,957	8	$3,520
Regression Rate		Difference		Error Ratio
10.86	$42,073	-$6,513		-1.85

Comparable? Parity? Competitive Edge? Trendsetter?

Average	Percentile- Pay Objective			
	50th	60th		
$48,585	$47,840	$52,546		

EXECUTIVE ASSISTANT
Regression - Market Reconciliation

Statistics	SDev	Count	StError
	$9,322	23	$1,944

CARLSBAD SCHOOL DISTRICT	FINANCE/ACCOUNTING SPECIALIST	7.55	$47,000	$52,000	$57,000	$54,000	21.3%
KITSAP TRANSIT	ACCOUNTING SPECIALIST	7.55	$44,138	$51,751	$59,363	$51,751	34.5%
ALBUQUERQUE SCHOOL DISTRICT	FINANCE/ ACCOUNTING ANALYST	7.55	$41,552	$44,668	$47,784	$44,668	15.0%
ROSWELL SCHOOL DISTRICT	FINANCE/ACCOUNTING SPECIALIST	7.55	$39,614	$50,311	$61,008	$40,425	54.0%
LANE TRANSIT DISTRICT	ACCOUNTING TECHNICIAN	7.55	$36,595	$42,694	$48,793	$42,694	33.3%
ESPANOLA SCHOOL DISTRICT	FINANCE/ACCOUNTING SPECIALIST	7.55	$35,225	$42,571	$49,917	$43,000	41.7%
LOS ALAMOS SCHOOL DISTRICT	FINANCE/ACCOUNTING SPECIALIST- NO POSITION	7.55	$30,618	$48,547	$66,475	$48,547	117.1%
HOBBS SCHOOL DISTRICT	FINANCE/ACCOUNTING SPECIALIST	7.55	$29,738	$35,713	$41,687	$41,687	40.2%
NORTHERN AZ IP TRANSIT	ACCOUNTING TECHNICIAN II	7.55	$27,664	$41,496	$55,328	$36,026	100.0%
ALBUQUERQUE SCHOOL DISTRICT	FINANCE/ACCOUNTING SPECIALIST	7.55	$24,394	$30,747	$37,100	$30,747	52.1%
MID-REGION COUNCIL/RIO METRO	ACCOUNTANT I	7.55	$24,315	$32,802	$41,288	$29,178	69.8%
HOBBS SCHOOL DISTRICT	FINANCE/ ACCOUNTING ANALYST	7.55	$23,254	$29,358	$35,461	$33,378	52.5%
KITSAP TRANSIT	JOURNEY MECHANIC (FLEET MECHANIC)	7.31	$58,302	$61,306	$64,314	$61,306	10.3%
INTERCITY TRANSIT	FLEET TECHNICIAN	7.31	$55,051	$60,556	$66,061	$66,061	20.0%
LANE TRANSIT DISTRICT	JOURNEY MECHANIC	7.31	$43,555	$50,929	$58,302	$50,929	33.9%
NORTHERN AZ IP TRANSIT	MECHANIC	7.31	$32,947	$52,707	$72,467	$42,890	119.9%
INTERCITY TRANSIT	FACILITIES SPECIALIST	6.93	$46,799	$54,974	$63,149	$63,149	34.9%
KITSAP TRANSIT	FACILITIES MAINTENANCE TECHNICIAN (SPECIALIST)	6.93	$45,490	$51,886	$58,282	$51,886	28.1%
NORTHERN AZ IP TRANSIT	FACILITIES WORKER II	6.93	$32,947	$52,707	$72,467	$42,890	119.9%
LANE TRANSIT DISTRICT	FACILITIES GENERALIST I & II	4.49	$39,157	$47,510	$55,862	$47,510	42.7%
KITSAP TRANSIT	FACILITIES MAINTENANCE MAINTENANCE WORKER I	4.49	$38,334	$44,918	$51,501	$44,918	34.3%
NORTHERN AZ IP TRANSIT	FACILITIES WORKER I	4.49	$23,712	$37,939	$52,166	$30,888	120.0%
		R=	0.835	0.840	0.809	0.846	46.76%

NORTH CENTRAL RTD CURRENT PAY PRACTICES

		Eval Points	Range Minimum	Range Midpoint	Range Maximum	Average Actual	Range
NORTH CENTRAL RTD	FINANCE DIRECTOR	22.83	$71,801	$89,752	$107,702	$92,000	50.0%
NORTH CENTRAL RTD	TRANSIT & FACILITIES OPERATIONS DIRECTOR	21.46	$70,570	$88,212	$105,855	$80,267	50.0%
NORTH CENTRAL RTD	HUMAN RESOURCE DIRECTOR	18.16	$68,974	$86,217	$103,461	$70,000	50.0%
NORTH CENTRAL RTD	FLEET & FACILITIES MAINTENANCE MANAGER	14.90	$46,579	$58,224	$69,870	$60,000	50.0%
NORTH CENTRAL RTD	PUBLIC INFORMATION OFFICER	14.43	$45,982	$57,478	$68,974	$61,016	50.0%
NORTH CENTRAL RTD	TRANSIT PLANNING, PROJECTS AND GRANTS MANAGER	14.43	$45,982	$57,478	$68,974	$63,355	50.0%
NORTH CENTRAL RTD	FINANCIAL ANALYST	13.31	$42,730	$53,413	$59,204	$52,607	38.6%
NORTH CENTRAL RTD	REGIONAL TRANSIT PLANNER	11.03	$40,980	$51,226	$61,471	$51,226	50.0%
NORTH CENTRAL RTD	TRANSIT SHIFT SUPERVISOR	10.86	$37,727	$46,216	$54,705	$41,872	45.0%
NORTH CENTRAL RTD	MARKETING & COMMUNICATIONS SPECIALIST	10.65	$40,980	$51,226	$61,471	$41,999	50.0%
NORTH CENTRAL RTD	EXECUTIVE ASSISTANT	9.96	$36,218	$44,367	$52,516	$48,526	45.0%
NORTH CENTRAL RTD	FINANCIAL SPECIALIST	7.55	$32,486	$39,796	$47,106	$45,734	45.0%
NORTH CENTRAL RTD	FLEET MECHANIC	7.31	$31,588	$38,864	$46,004	$43,680	45.6%
NORTH CENTRAL RTD	FACILITIES MAINTENANCE SPECIALIST	6.93	$31,588	$37,905	$44,223	$35,360	40.0%
NORTH CENTRAL RTD	ADMINISTRATIVE SPECIALIST	6.65	$31,727	$38,864	$46,004	$46,010	45.0%
NORTH CENTRAL RTD	FLEET & FACILITIES MAINTENANCE WORKER	4.49	$28,488	$34,186	$39,883	$27,664	40.0%
		R=	0.971	0.974	0.972	0.968	44.74%

Regression Rate		¡ Difference		Error Ratio
9.96	$39,781	$1,889		0.97
Comparable?	Parity?	Competitive Edge?	Trendsetter?	
Average	Percentile- Pay Objective			
	50th	60th		
$37,892	$35,415	$39,743		

FINANCIAL SPECIALIST
Regression - Market Reconciliation

Statistics	SDev	Count	StError
	$9,846	13	$2,731

Regression Rate		¡ Difference		Error Ratio
7.55	$34,270	-$1,056		-0.39
Comparable?	Parity?	Competitive Edge?	Trendsetter?	
Average	Percentile- Pay Objective			
	50th	60th		
$35,325	$35,225	$37,803		

FLEET MECHANIC
Regression - Market Reconciliation

Statistics	SDev	Count	StError
	$9,846	13	$2,731

Regression Rate		¡ Difference		Error Ratio
7.31	$33,769	-$1,556		-0.57
Comparable?	Parity?	Competitive Edge?	Trendsetter?	
Average	Percentile- Pay Objective			
	50th	60th		
$35,325	$35,225	$37,803		

FACILITIES MAINTENANCE SPECIALIST
Regression - Market Reconciliation

Statistics	SDev	Count	StError
	$10,721	4	$5,361

Regression Rate		¡ Difference		Error Ratio
6.93	$32,976	-$4,412		-0.82
Comparable?	Parity?	Competitive Edge?	Trendsetter?	
Average	Percentile- Pay Objective			
	50th	60th		
$37,388	$39,218	$45,490		

ADMINISTRATIVE SPECIALIST
Regression - Market Reconciliation

Statistics	SDev	Count	StError
	$6,908	7	$2,611

Regression Rate		¡ Difference		Error Ratio
6.65	$32,415	-$312		-0.12
Comparable?	Parity?	Competitive Edge?	Trendsetter?	
Average	Percentile- Pay Objective			
	50th	60th		
$32,727	$32,122	$35,704		

FLEET & FACILITIES MAINTENANCE WORKER
Regression - Market Reconciliation

Statistics	SDev	Count	StError
	$8,689	3	$5,017

Regression Rate		¡ Difference		Error Ratio
4.49	$28,364	-$5,370		-1.07
Comparable?	Parity?	Competitive Edge?	Trendsetter?	
Average	Percentile- Pay Objective			
	50th	60th		
$33,734	$38,334	$38,663		

North Central RTD Compensation Study

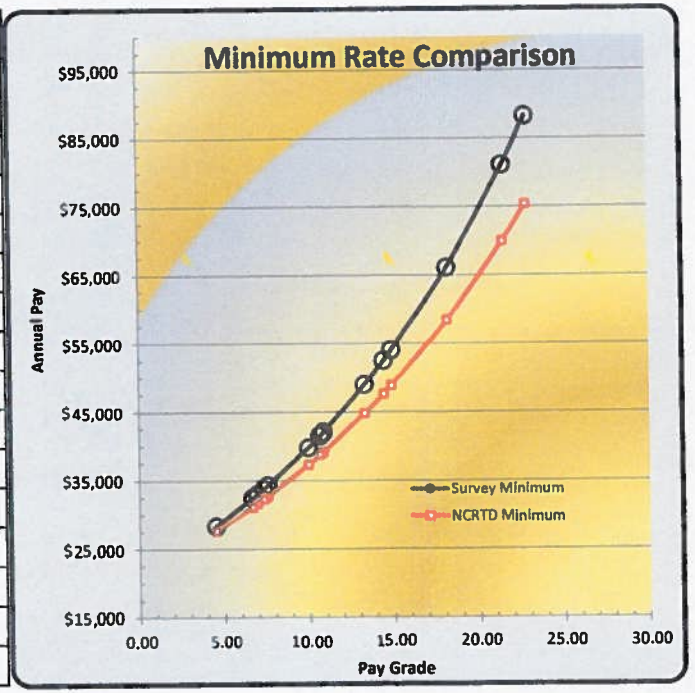
Regression Results

Equity Value	Survey Minimum	Survey Midpoint	Survey Maximum	Survey Average	NCRTD Minimum	NCRTD Midpoint	NCRTD Maximum	NCRTD Average	Job Title
22.83	$88,299	$104,027	$120,265	$105,342	$75,370	$95,691	$115,120	$92,000	FINANCE DIRECTOR
21.46	$81,102	$95,998	$111,250	$96,842	$69,924	$88,438	$106,166	$80,267	TRANSIT & FACILITIES OPERATIONS DIRECTOR
18.16	$66,132	$79,167	$92,275	$79,135	$58,408	$73,195	$87,416	$70,000	HUMAN RESOURCE DIRECTOR
14.90	$54,015	$65,388	$76,652	$64,772	$48,859	$60,672	$72,091	$60,000	FLEET & FACILITIES MAINTENANCE MANAGER
14.43	$52,494	$63,648	$74,672	$62,967	$47,644	$59,087	$70,157	$61,016	PUBLIC INFORMATION OFFICER
14.43	$52,494	$63,648	$74,672	$62,967	$47,644	$59,087	$70,157	$63,355	TRANSIT PLANNING, PROJECTS AND GRANTS MANAGER
13.31	$48,975	$59,608	$70,071	$58,788	$44,815	$55,405	$65,670	$52,607	FINANCIAL ANALYST
10.86	$42,073	$51,639	$60,964	$50,583	$39,195	$48,127	$56,825	$41,999	TRANSIT SHIFT SUPERVISOR
10.80	$41,917	$51,458	$60,757	$50,397	$39,067	$47,962	$56,624	$51,226	REGIONAL TRANSIT PLANNER
10.65	$41,530	$51,010	$60,243	$49,937	$38,749	$47,551	$56,127	$41,872	MARKETING & COMMUNICATIONS SPECIALIST
9.96	$39,781	$48,978	$57,914	$47,856	$37,306	$45,692	$53,874	$48,526	EXECUTIVE ASSISTANT
7.55	$34,270	$42,541	$50,516	$41,290	$32,708	$39,792	$46,741	$46,010	FINANCIAL SPECIALIST
7.31	$33,769	$41,954	$49,839	$40,693	$32,287	$39,253	$46,090	$45,734	FLEET MECHANIC
6.93	$32,976	$41,022	$48,765	$39,747	$31,616	$38,397	$45,058	$35,360	FACILITIES MAINTENANCE SPECIALIST
6.65	$32,415	$40,363	$48,005	$39,078	$31,142	$37,792	$44,329	$30,784	ADMINISTRATIVE SPECIALIST
4.49	$28,364	$35,581	$42,477	$34,242	$27,683	$33,392	$39,037	$28,090	FLEET & FACILITIES MAINTENANCE WORKER

North Central RTD Compensation Study

Pay Range Minimum Rate Comparison

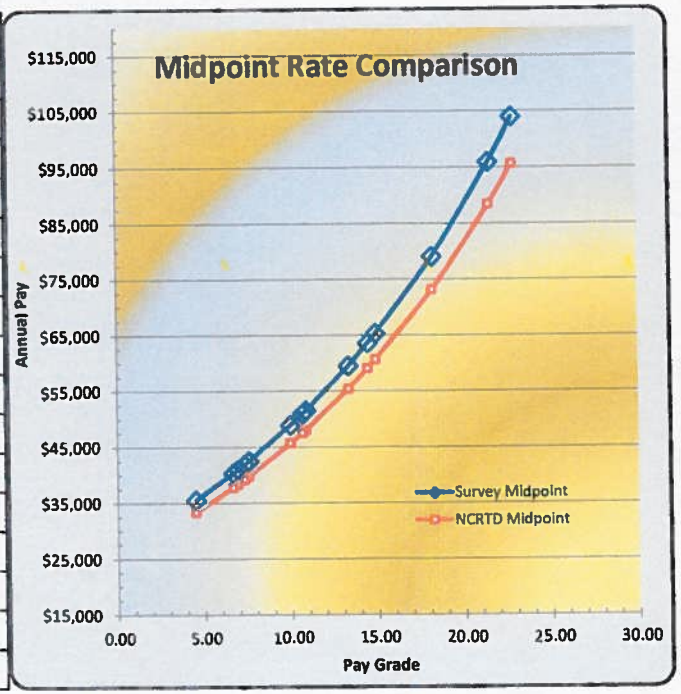
	Equity Value	Survey Minimum	NCRTD Minimum	$ Difference	% Difference
FINANCE DIRECTOR	22.83	$88,299	$75,370	-$12,930	-17.2%
TRANSIT & FACILITIES OPERATIONS DIRECTOR	21.46	$81,102	$69,924	-$11,178	-16.0%
HUMAN RESOURCE DIRECTOR	18.16	$66,132	$58,408	-$7,725	-13.2%
FLEET & FACILITIES MAINTENANCE MANAGER	14.90	$54,015	$48,859	-$5,156	-10.6%
PUBLIC INFORMATION OFFICER	14.43	$52,494	$47,644	-$4,851	-10.2%
TRANSIT PLANNING, PROJECTS AND GRANTS MANAGER	14.43	$52,494	$47,644	-$4,851	-10.2%
FINANCIAL ANALYST	13.31	$48,975	$44,815	-$4,160	-9.3%
TRANSIT SHIFT SUPERVISOR	10.86	$42,073	$39,195	-$2,877	-7.3%
REGIONAL TRANSIT PLANNER	10.80	$41,917	$39,067	-$2,850	-7.3%
MARKETING & COMMUNICATIONS SPECIALIST	10.65	$41,530	$38,749	-$2,781	-7.2%
EXECUTIVE ASSISTANT	9.96	$39,781	$37,306	-$2,475	-6.6%
FINANCIAL SPECIALIST	7.55	$34,270	$32,708	-$1,561	-4.8%
FLEET MECHANIC	7.31	$33,769	$32,287	-$1,483	-4.6%
FACILITIES MAINTENANCE SPECIALIST	6.93	$32,976	$31,616	-$1,359	-4.3%
ADMINISTRATIVE SPECIALIST	6.65	$32,415	$31,142	-$1,273	-4.1%
FLEET & FACILITIES MAINTENANCE WORKER	4.49	$28,364	$27,683	-$681	-2.5%
					-7.0%



North Central RTD Compensation Study

Pay Range Midpoint Rate Comparison

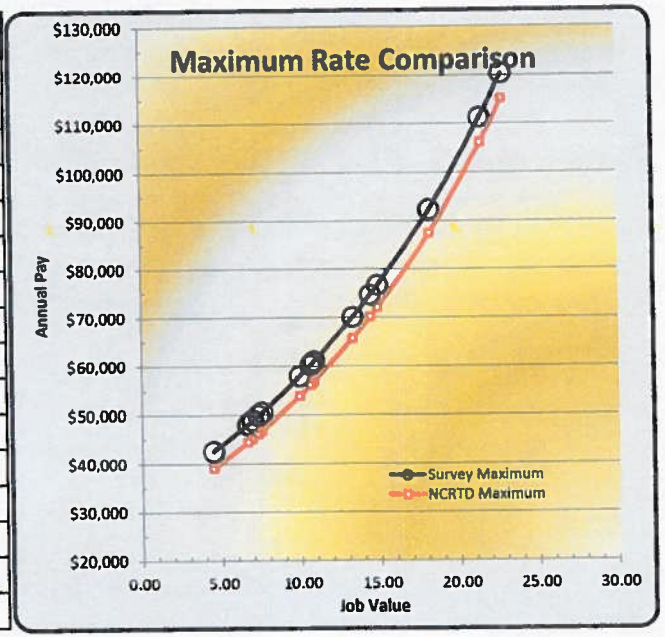
	Equity Value	Survey Midpoint	NCRTD Midpoint	$ Difference	% Difference
FINANCE DIRECTOR	22.83	$104,027	$95,691	-$8,336	-8.7%
TRANSIT & FACILITIES OPERATIONS DIRECTOR	21.46	$95,998	$88,438	-$7,560	-8.5%
HUMAN RESOURCE DIRECTOR	18.16	$79,167	$73,195	-$5,971	-8.2%
FLEET & FACILITIES MAINTENANCE MANAGER	14.90	$65,388	$60,672	-$4,716	-7.8%
PUBLIC INFORMATION OFFICER	14.43	$63,648	$59,087	-$4,560	-7.7%
TRANSIT PLANNING, PROJECTS AND GRANTS MANAGER	14.43	$63,648	$59,087	-$4,560	-7.7%
FINANCIAL ANALYST	13.31	$59,608	$55,405	-$4,203	-7.6%
TRANSIT SHIFT SUPERVISOR	10.86	$51,639	$48,127	-$3,512	-7.3%
REGIONAL TRANSIT PLANNER	10.80	$51,458	$47,962	-$3,497	-7.3%
MARKETING & COMMUNICATIONS SPECIALIST	10.65	$51,010	$47,551	-$3,459	-7.3%
EXECUTIVE ASSISTANT	9.96	$48,978	$45,692	-$3,286	-7.2%
FINANCIAL SPECIALIST	7.55	$42,541	$39,792	-$2,750	-6.9%
FLEET MECHANIC	7.31	$41,954	$39,253	-$2,702	-6.9%
FACILITIES MAINTENANCE SPECIALIST	6.93	$41,022	$38,397	-$2,625	-6.8%
ADMINISTRATIVE SPECIALIST	6.65	$40,363	$37,792	-$2,572	-6.8%
FLEET & FACILITIES MAINTENANCE WORKER	4.49	$35,581	$33,392	-$2,188	-6.6%
					-7.4%



North Central RTD Compensation Study

Pay Range Maximum Rate Comparison

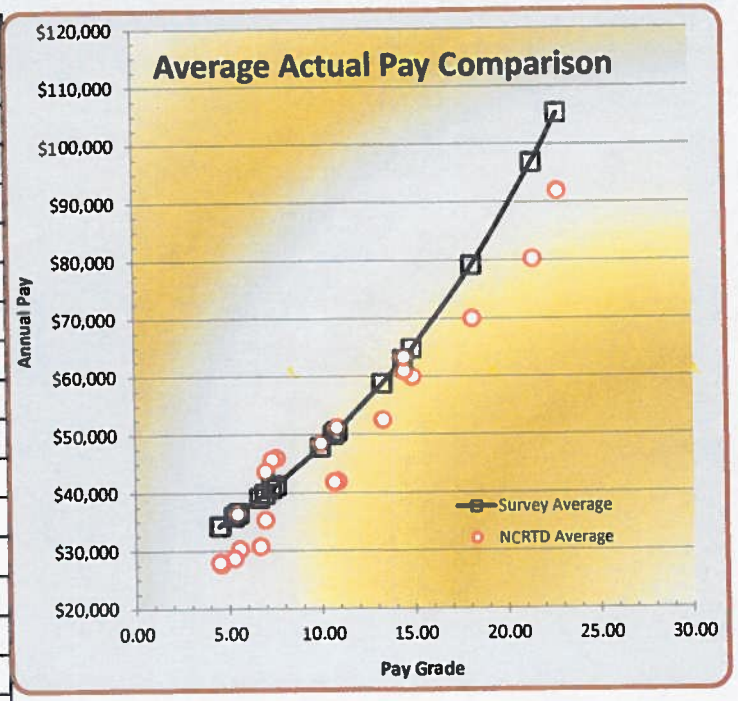
	Equity Value	Survey Maximum	NCRTD Maximum	$ Difference	% Difference
FINANCE DIRECTOR	22.83	$120,265	$115,120	-$5,145	-4.5%
TRANSIT & FACILITIES OPERATIONS DIRECTOR	21.46	$111,250	$106,166	-$5,083	-4.8%
HUMAN RESOURCE DIRECTOR	18.16	$92,275	$87,416	-$4,859	-5.6%
FLEET & FACILITIES MAINTENANCE MANAGER	14.90	$76,652	$72,091	-$4,561	-6.3%
PUBLIC INFORMATION OFFICER	14.43	$74,672	$70,157	-$4,515	-6.4%
TRANSIT PLANNING, PROJECTS AND GRANTS MANAGER	14.43	$74,672	$70,157	-$4,515	-6.4%
FINANCIAL ANALYST	13.31	$70,071	$65,670	-$4,401	-6.7%
TRANSIT SHIFT SUPERVISOR	10.86	$60,964	$56,825	-$4,139	-7.3%
REGIONAL TRANSIT PLANNER	10.80	$60,757	$56,624	-$4,133	-7.3%
MARKETING & COMMUNICATIONS SPECIALIST	10.65	$60,243	$56,127	-$4,117	-7.3%
EXECUTIVE ASSISTANT	9.96	$57,914	$53,874	-$4,041	-7.5%
FINANCIAL SPECIALIST	7.55	$50,516	$46,741	-$3,775	-8.1%
FLEET MECHANIC	7.31	$49,839	$46,090	-$3,749	-8.1%
FACILITIES MAINTENANCE SPECIALIST	6.93	$48,765	$45,058	-$3,707	-8.2%
ADMINISTRATIVE SPECIALIST	6.65	$48,005	$44,329	-$3,676	-8.3%
FLEET & FACILITIES MAINTENANCE WORKER	4.49	$42,477	$39,037	-$3,440	-8.8%
					-7.4%



North Central RTD Compensation Study

Current Average Actual Pay Comparison

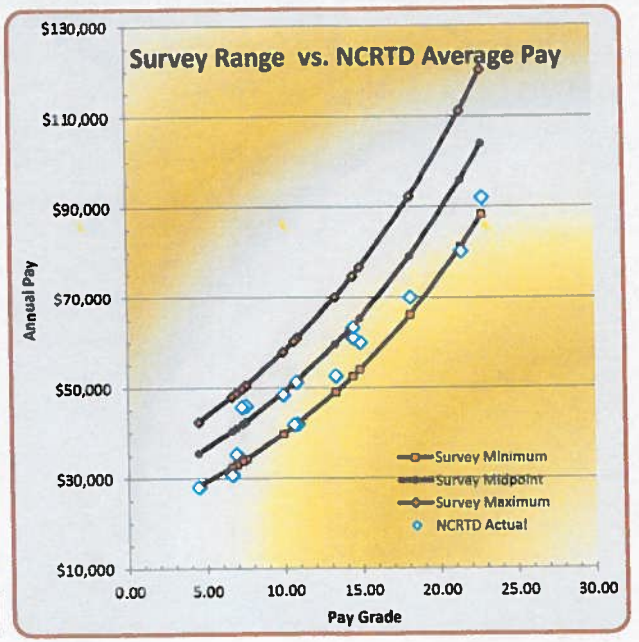
	Equity Value	Survey Average	NCRTD Average	$ Difference	% Difference
FINANCE DIRECTOR	22.83	$105,342	$92,000	-$13,342	-14.5%
TRANSIT & FACILITIES OPERATIONS DIRECTOR	21.46	$96,842	$80,267	-$16,575	-20.6%
HUMAN RESOURCE DIRECTOR	18.16	$79,135	$70,000	-$9,135	-13.1%
FLEET & FACILITIES MAINTENANCE MANAGER	14.90	$64,772	$60,000	-$4,772	-8.0%
PUBLIC INFORMATION OFFICER	14.43	$62,967	$61,016	-$1,951	-3.2%
TRANSIT PLANNING, PROJECTS AND GRANTS MANAGE	14.43	$62,967	$63,355	$388	0.6%
FINANCIAL ANALYST	13.31	$58,788	$52,607	-$6,181	-11.7%
TRANSIT SHIFT SUPERVISOR	10.86	$50,583	$41,999	-$8,584	-20.4%
REGIONAL TRANSIT PLANNER	10.80	$50,397	$51,226	$829	1.6%
MARKETING & COMMUNICATIONS SPECIALIST	10.65	$49,937	$41,872	-$8,065	-19.3%
EXECUTIVE ASSISTANT	9.96	$47,856	$48,526	$670	1.4%
FINANCIAL SPECIALIST	7.55	$41,290	$46,010	$4,720	10.3%
FLEET MECHANIC	7.31	$40,693	$45,734	$5,041	11.0%
*TRANSIT DRIVER III/LEAD	6.96	$39,822	$43,680	$3,858	8.8%
FACILITIES MAINTENANCE SPECIALIST	6.93	$39,747	$35,360	-$4,387	-12.4%
ADMINISTRATIVE SPECIALIST	6.65	$39,078	$30,784	-$8,294	-26.9%
*CUSTOMER SERVICE REPRESENTATIVE II/TRANSIT SO	5.54	$36,514	$30,326	-$6,188	-20.4%
*TRANSIT DRIVER II	5.44	$36,280	$36,385	$105	0.3%
*CUSTOMER SERVICE REPRESENTATIVE II	5.26	$35,885	$28,746	-$7,139	-24.8%
*TRANSIT DRIVER I	4.53	$34,323	$27,664	-$6,659	-24.1%
FLEET & FACILITIES MAINTENANCE WORKER	4.49	$34,242	$28,090	-$6,152	-21.9%
*CUSTOMER SERVICE REPRESENTATIVE I	4.47	$34,203	$28,010	-$6,193	-22.1%
					-7.3%



North Central RTD Compensation Study

Survey Range Compared to Client Average

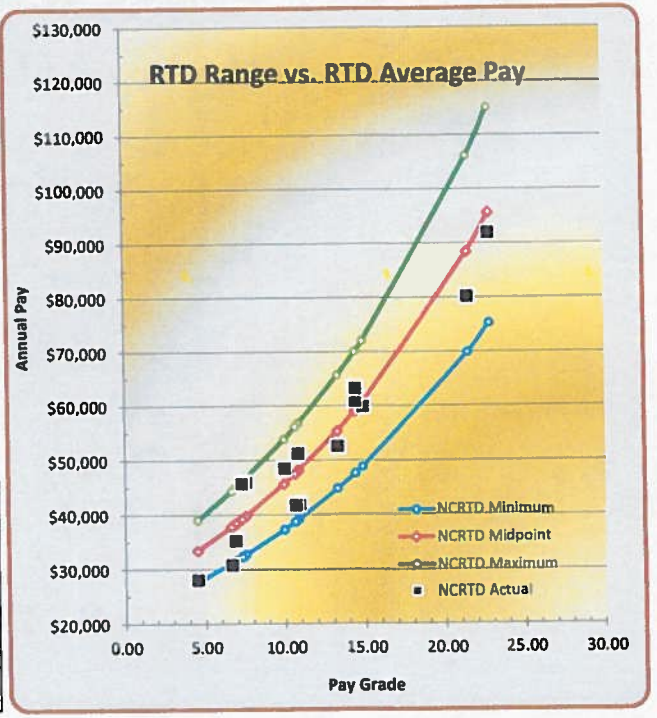
	Equity Value	Survey Minimum	Survey Midpoint	Survey Maximum	NCRTD Actual
FINANCE DIRECTOR	22.83	$88,299	$104,027	$120,265	$92,000
TRANSIT & FACILITIES OPERATIONS DIRECTOR	21.46	$81,102	$95,998	$111,250	$80,267
HUMAN RESOURCE DIRECTOR	18.16	$66,132	$79,167	$92,275	$70,000
FLEET & FACILITIES MAINTENANCE MANAGER	14.90	$54,015	$65,388	$76,652	$60,000
PUBLIC INFORMATION OFFICER	14.43	$52,494	$63,648	$74,672	$61,016
TRANSIT PLANNING, PROJECTS AND GRANTS MANAGER	14.43	$52,494	$63,648	$74,672	$63,355
FINANCIAL ANALYST	13.31	$48,975	$59,608	$70,071	$52,607
TRANSIT SHIFT SUPERVISOR	10.86	$42,073	$51,639	$60,964	$41,999
REGIONAL TRANSIT PLANNER	10.80	$41,917	$51,458	$60,757	$51,226
MARKETING & COMMUNICATIONS SPECIALIST	10.65	$41,530	$51,010	$60,243	$41,872
EXECUTIVE ASSISTANT	9.96	$39,781	$48,978	$57,914	$48,526
FINANCIAL SPECIALIST	7.55	$34,270	$42,541	$50,516	$46,010
FLEET MECHANIC	7.31	$33,769	$41,954	$49,839	$45,734
FACILITIES MAINTENANCE SPECIALIST	6.93	$32,976	$41,022	$48,765	$35,360
ADMINISTRATIVE SPECIALIST	6.65	$32,415	$40,363	$48,005	$30,784
FLEET & FACILITIES MAINTENANCE WORKER	4.49	$28,364	$35,581	$42,477	$28,090



North Central RTD Compensation Study

RTD Range Compared to RTD Average

	Equity Value	NCRTD Minimum	NCRTD Midpoint	NCRTD Maximum	NCRTD Actual
FINANCE DIRECTOR	22.83	$75,370	$95,691	$115,120	$92,000
TRANSIT & FACILITIES OPERATIONS DIRECTOR	21.46	$69,924	$88,438	$106,166	$80,267
FLEET & FACILITIES MAINTENANCE MANAGER	14.90	$48,859	$60,672	$72,091	$60,000
PUBLIC INFORMATION OFFICER	14.43	$47,644	$59,087	$70,157	$61,016
TRANSIT PLANNING, PROJECTS AND GRANTS MANAGER	14.43	$47,644	$59,087	$70,157	$63,355
FINANCIAL ANALYST	13.31	$44,815	$55,405	$65,670	$52,607
TRANSIT SHIFT SUPERVISOR	10.86	$39,195	$48,127	$56,825	$41,999
REGIONAL TRANSIT PLANNER	10.80	$39,067	$47,962	$56,624	$51,226
MARKETING & COMMUNICATIONS SPECIALIST	10.65	$38,749	$47,551	$56,127	$41,872
EXECUTIVE ASSISTANT	9.96	$37,306	$45,692	$53,874	$48,526
FINANCIAL SPECIALIST	7.55	$32,708	$39,792	$46,741	$46,010
FLEET MECHANIC	7.31	$32,287	$39,253	$46,090	$45,734
FACILITIES MAINTENANCE SPECIALIST	6.93	$31,616	$38,397	$45,058	$35,360
ADMINISTRATIVE SPECIALIST	6.65	$31,142	$37,792	$44,329	$30,784
FLEET & FACILITIES MAINTENANCE WORKER	4.49	$27,683	$33,392	$39,037	$28,090



North Central RTD Compensation Plan - Non-Aged

Annual Salary					Hourly Rates				
JOB VALUE	MINIMUM	MIDPOINT	MAXIMUM	JOB TITLE	MINIMUM	MIDPOINT	MAXIMUM	JOB VALUE	RANGE %
22.83	$88,299	$110,374	$132,449	FINANCE DIRECTOR	$42.45	$53.06	$63.68	22.83	50%
21.46	$81,102	$101,378	$121,653	TRANSIT & FACILITIES OPERATIONS DIRECTOR	$38.99	$48.74	$58.49	21.46	50%
18.16	$66,132	$82,666	$99,199	HUMAN RESOURCE DIRECTOR	$31.79	$39.74	$47.69	18.16	50%
14.90	$54,015	$67,518	$81,022	FLEET & FACILITIES MAINTENANCE MANAGER	$25.97	$32.46	$38.95	14.90	50%
14.43	$52,494	$65,618	$78,742	PUBLIC INFORMATION OFFICER	$25.24	$31.55	$37.86	14.43	50%
14.43	$52,494	$65,618	$78,742	TRANSIT PLANNING, PROJECTS AND GRANTS MANAGER	$25.24	$31.55	$37.86	14.43	50%
13.31	$48,975	$61,218	$73,462	FINANCIAL ANALYST	$23.55	$29.43	$35.32	13.31	50%
10.86	$42,073	$52,591	$63,109	TRANSIT SHIFT SUPERVISOR	$20.23	$25.28	$30.34	10.86	50%
10.80	$41,917	$52,396	$62,875	REGIONAL TRANSIT PLANNER	$20.15	$25.19	$30.23	10.80	50%
10.65	$41,530	$51,913	$62,295	MARKETING & COMMUNICATIONS SPECIALIST	$19.97	$24.96	$29.95	10.65	50%
9.96	$39,781	$49,727	$59,672	EXECUTIVE ASSISTANT	$19.13	$23.91	$28.69	9.96	50%
7.55	$34,270	$42,837	$51,404	FINANCIAL SPECIALIST	$16.48	$20.59	$24.71	7.55	50%
7.31	$33,769	$42,212	$50,654	FLEET MECHANIC	$16.24	$20.29	$24.35	7.31	50%
6.93	$32,976	$41,219	$49,463	FACILITIES MAINTENANCE SPECIALIST	$15.85	$19.82	$23.78	6.93	50%
6.65	$32,415	$40,519	$48,623	ADMINISTRATIVE SPECIALIST	$15.58	$19.48	$23.38	6.65	50%
4.49	$28,364	$35,455	$42,546	FLEET & FACILITIES MAINTENANCE WORKER	$13.64	$17.05	$20.45	4.49	50%

Pension Adjusted Pay Ranges		
$84,521	$105,652	$126,782
$77,632	$97,040	$116,448
$63,303	$79,129	$94,954
$51,704	$64,629	$77,555
$50,248	$62,810	$75,372
$50,248	$62,810	$75,372
$46,879	$58,599	$70,319
$40,272	$50,341	$60,409
$40,123	$50,154	$60,185
$39,753	$49,691	$59,630
$38,079	$47,599	$57,119
$32,803	$41,004	$49,205
$32,324	$40,405	$48,486
$31,565	$39,456	$47,347
$31,028	$38,785	$46,542
$27,151	$33,938	$40,726

North Central RTD Compensation Plan Aged -2016

Annual Salary					Hourly Rates				
JOB VALUE	MINIMUM	MIDPOINT	MAXIMUM	JOB TITLE	MINIMUM	MIDPOINT	MAXIMUM	JOB VALUE	RANGE %
22.83	$90,507	$113,134	$135,760	FINANCE DIRECTOR	$43.51	$54.39	$65.27	22.83	50%
21.46	$83,130	$103,912	$124,694	TRANSIT & FACILITIES OPERATIONS DIRECTOR	$39.97	$49.96	$59.95	21.46	50%
18.16	$67,786	$84,732	$101,679	HUMAN RESOURCE DIRECTOR	$32.59	$40.74	$48.88	18.16	50%
14.90	$55,365	$69,206	$83,048	FLEET & FACILITIES MAINTENANCE MANAGER	$26.62	$33.27	$39.93	14.90	50%
14.43	$53,807	$67,258	$80,710	PUBLIC INFORMATION OFFICER	$25.87	$32.34	$38.80	14.43	50%
14.43	$53,807	$67,258	$80,710	TRANSIT PLANNING, PROJECTS AND GRANTS MANAGER	$25.87	$32.34	$38.80	14.43	50%
13.31	$50,199	$62,749	$75,298	FINANCIAL ANALYST	$24.13	$30.17	$36.20	13.31	50%
10.86	$43,124	$53,906	$64,687	TRANSIT SHIFT SUPERVISOR	$20.73	$25.92	$31.10	10.86	50%
10.80	$42,965	$53,706	$64,447	REGIONAL TRANSIT PLANNER	$20.66	$25.82	$30.98	10.80	50%
10.65	$42,568	$53,210	$63,853	MARKETING & COMMUNICATIONS SPECIALIST	$20.47	$25.58	$30.70	10.65	50%
9.96	$40,776	$50,970	$61,164	EXECUTIVE ASSISTANT	$19.60	$24.50	$29.41	9.96	50%
7.55	$35,126	$43,908	$52,689	FINANCIAL SPECIALIST	$16.89	$21.11	$25.33	7.55	50%
7.31	$34,613	$43,267	$51,920	FLEET MECHANIC	$16.64	$20.80	$24.96	7.31	50%
6.93	$33,800	$42,250	$50,700	FACILITIES MAINTENANCE SPECIALIST	$16.25	$20.31	$24.37	6.93	50%
6.65	$33,226	$41,532	$49,838	ADMINISTRATIVE SPECIALIST	$15.97	$19.97	$23.96	6.65	50%
4.49	$29,073	$36,342	$43,610	FLEET & FACILITIES MAINTENANCE WORKER	$13.98	$17.47	$20.97	4.49	50%

Pension Adjusted Pay Ranges		
$86,634	$108,293	$129,951
$79,573	$99,466	$119,359
$64,885	$81,107	$97,328
$52,996	$66,245	$79,494
$51,504	$64,381	$77,257
$51,504	$64,381	$77,257
$48,051	$60,064	$72,077
$41,279	$51,599	$61,919
$41,126	$51,408	$61,689
$40,747	$50,934	$61,120
$39,031	$48,789	$58,547
$33,623	$42,029	$50,435
$33,132	$41,416	$49,699
$32,354	$40,442	$48,531
$31,804	$39,755	$47,706
$27,829	$34,787	$41,744

North Central Regional Transit District
CEO Compensation Comparability--- 2015

Survey Participant	Job Title	Board Composition/#Directors plus Alternates	Fleet Size #Buses	Operating Budget (in Millions)	Service Area/Sq. Miles	Service Area Population	# Employees	Current Annual Salary
Greater New Haven TD, CT	Executive Director	Board	85	9.5	188	451,486	150	$125,421
Kalamazoo Metro TS, MI	Executive Director	Board	79	16.8	69	209,703	112	$116,599
Northern Arizona IPTA, AZ	General Manager	Board	32	14.3	64	68,785	101	$116,848
Saginaw RTA	General Manager	Board	52	7.0	18	49,800	71	$109,206
Lackawanna County TA, PA	Executive Director	Board	35	12.0	459	200,000	115	$94,000
Southwest Metro Transit, MN	Chief Executive Officer	Board	73	10.0	74	117,200	48	$158,000
Redding Area Bus Authority,CA	Public Works Director	Board	36	6.3	100	116,960	75	$119,793
Tri-State TA, WV.	Chief Executive Officer	Board	42	6.3	130.0	202,637	75	$108,080
Ben Franklin Transit, Kennewick, WA	General Manager	Board	63	31.5	618	270,000	261	$143,500
C -Tran	Executive Director	Board	156	50.0	141	376,366	425	$134,972
Intercity Transit, Olympia, WA	Executive Director	Board	71	48.3	97	167,000	316	$128,586
Kitsap Transit, Bremerton, WA	Executive Director	Board	79	33.7	396	253,000	400	$155,459
Lane Transit District	Executive Director	Board	113	43.0	522	359,000	325	$153,000
Whatcom Transit Authority, Bellingham, WA	Executive Director	Board	57	25.0	776	207,416	226	$134,616
Average			**70**	**22**	**261**	**217,811**	**193**	**$128,434**
NCRTD		**14**	**54**	**11.2**	**10000**	**240000**	**75**	**$118,034**
						% Difference →		**-8.81%**

North Central Regional Transit District

CEO Compensation Comparability--- 2016 Estimate

Survey Participant	Job Title	Board Composition/#Directors plus Alternates	Fleet Size #Buses	Operating Budget (in Millions)	Service Area/Sq. Miles	Service Area Population	# Employees	2016 Estimate Aged 2.5%
Greater New Haven TD, CT	Executive Director	Board	85	9.5	188	451,486	150	$128,557
Kalamazoo Metro TS, MI	Executive Director	Board	79	16.8	69	209,703	112	$119,514
Northern Arizona IPTA, AZ	General Manager	Board	32	14.3	64	68,785	101	$119,769
Saginaw RTA	General Manager	Board	52	7.0	18	49,800	71	$111,936
Lackawanna County TA, PA	Executive Director	Board	35	12.0	459	200,000	115	$96,350
Southwest Metro Transit, MN	Chief Executive Officer	Board	73	10.0	74	117,200	48	$161,950
Redding Area Bus Authority,CA	Public Works Director	Board	36	6.3	100	116,960	75	$122,788
Tri-State TA, WV.	Chief Executive Officer	Board	42	6.3	130.0	202,637	75	$110,782
Ben Franklin Transit, Kennewick, WA	General Manager	Board	63	31.5	618	270,000	261	$147,088
C -Tran	Executive Director	Board	156	50.0	141	376,366	425	$138,346
Intercity Transit, Olympia, WA	Executive Director	Board	71	48.3	97	167,000	316	$131,801
Kitsap Transit, Bremerton, WA	Executive Director	Board	79	33.7	396	253,000	400	$159,345
Lane Transit District	Executive Director	Board	113	43.0	522	359,000	325	$156,825
Whatcom Transit Authority, Bellingham, WA	Executive Director	Board	57	25.0	776	207,416	226	$137,981
Average			**70**	**22**	**261**	**217,811**	**193**	**$131,645**
NCRTD		**14**	**54**	**11.2**	**10000**	**240000**	**75**	**$118,034**
						% Difference →		**-11.53%**

Memorandum

To: Finance Committee
From: Troy Bingham, Finance Director
Thru: Anthony J. Mortillaro, Executive Director
Date: February 5, 2016
Re: **FY2016 Projection vs. Budget Review**

Summary:

The North Central Regional Transit District (NCRTD) has completed 6 month of financial activity ending December 31, 2015. This report's projection are based off of expenditure patterns and probable revenue flows that are derived from the expenses and revenues data available from 50% of FY16 completed.

At mid-year the NCRTD anticipates a modest 6.8% surplus in Gross Receipt Tax (GRT) revenue and for expenditures to underperform the budget. The intent of this review is to apprise the Board of what to expect from FY2016 in relation to actual budgetary performance to date and projected budgetary performance for the remaining time period before engaging in the FY2017 budget.

Financial Facts and Projections

Revenue:

The District is anticipating a total revenue deficit of $760,986 for the remainder of FY2016. The largest shortfall will be the fact that there be no need for the use of fund balance budgeted, due to better than projected GRT Tax collections. The other slight shortfall will be in federal grants related to capital projects that will not occur until FY2017, due to slower than expected design phases for the ADA construction project, which will last until mid-summer, therefore, propelling this project into FY 2017. Tribal Transit Grants are also not going to be utilized completely due to the narrow focus on specific routes in our system.

Gross Receipt Tax (GRT): The revenue surplus are due to conservative estimates for GRT during the FY2016 budget preparation. The actual revenues at the time of projection were poor indicators of future performance but were the best information available in March 2015. As of November 2015, all four counties are above their GRT estimates so an overall surplus is conservatively projected for GRT revenues in the amount of $ 471,971.

The following counties projected GRT is as follows:

- Rio Arriba County – anticipated increase is 3% or $15,611
- Santa Fe County – anticipated increase is 3% or $133,941
- Taos County – anticipated increase is 16% or $131,568
- Los Alamos County – anticipated increase is 16% or $ 190,852

Miscellaneous Revenues: NCRTD is anticipated to receive $105,036 in proceeds from transit fares, bank interest, insurance proceeds, and non-cash activities. This amount is larger than previous years, but less than budgeted collection of fare for Mountain Trail route and the removal of fares for TSV lead to this decline.

Expenditures:

NCRTD reports monthly to the Board on expenditures trends, causal relationships and the year-end projection reflect those areas of concern.

The breakdown of expenditure savings vs. budget are as follows:

- Attrition savings from open positions in salaries and benefits is $790,953
- Vehicle Maintenance overage of $40,086 should be covered by the fuel savings of $127,563 in the same department
- RTD Partner payments to Rio Metro-RailRunner will be higher than budgeted due to our contractual arrangement of sharing 50% the Santa Fe County Transit GRT revenue surplus of $133,941 or an additional $66,971 for the year
- Capital Outlay is projected to have budget savings of $577,148, mostly due to timing of TAP projects and capital maintenance items that will not be procured until needed

The total projected savings from expenditure is $1,584,020

Overall summary:

Overall revenues will be slightly less than budgeted and expenditures will be much less than budgeted. The actual revenues of $11,787,557 exceeded projected expenditures of $10,964,523 by $823,024 for FY2016.

Impact on Fund Balance:

As previously indicated the use of Fund Balance in FY2016 is projected to be zero, and given the savings in expenses and increased revenues the change in net position should be an additional $700,000 after depreciation increases for new buses.

Plan of Action:

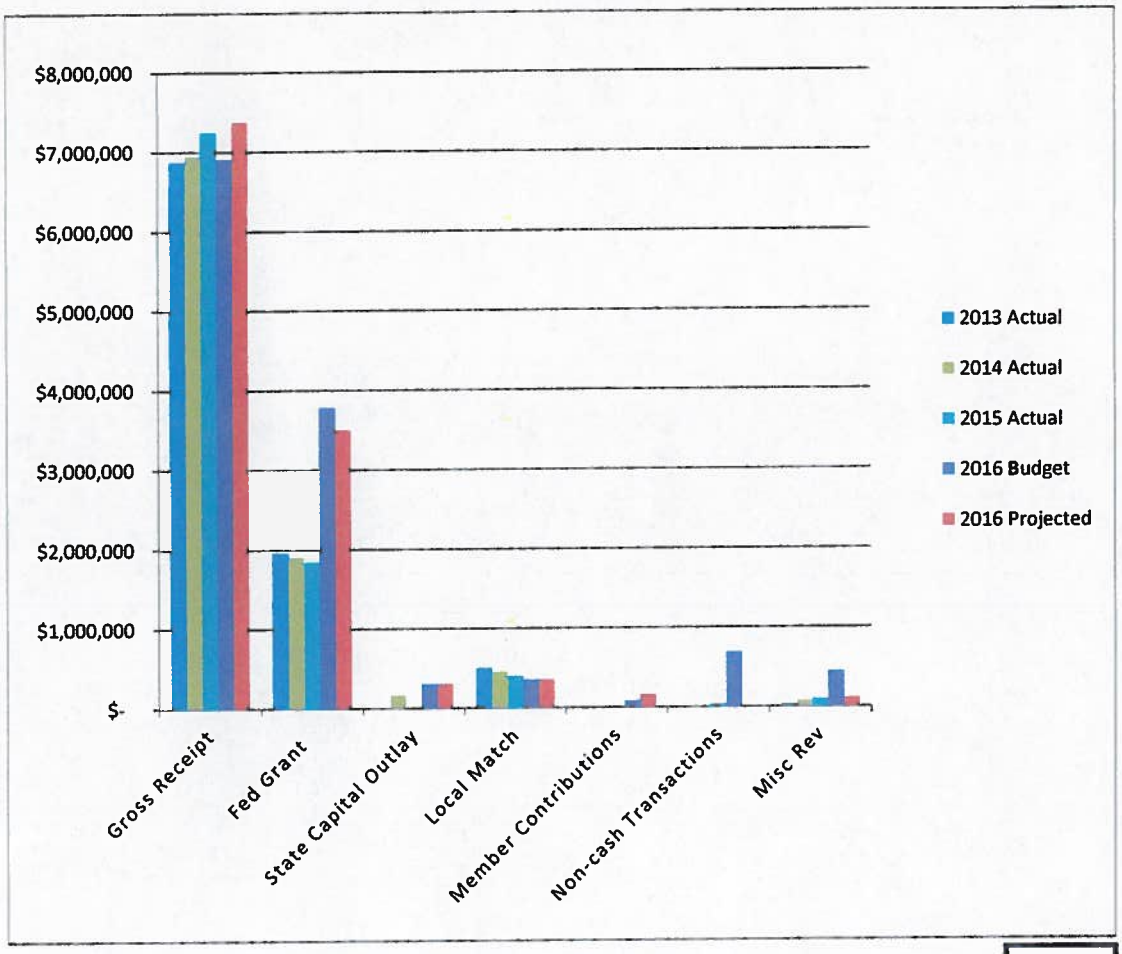
Recommend this year-end review to the full Board for discuss and consideration at the February 5th meeting.

Projected vs. Budget Review

FY2016 (July 1, 2015 to June 30, 2016)

NCRTD Revenue by Sources

Actuals as of December 31, 2015



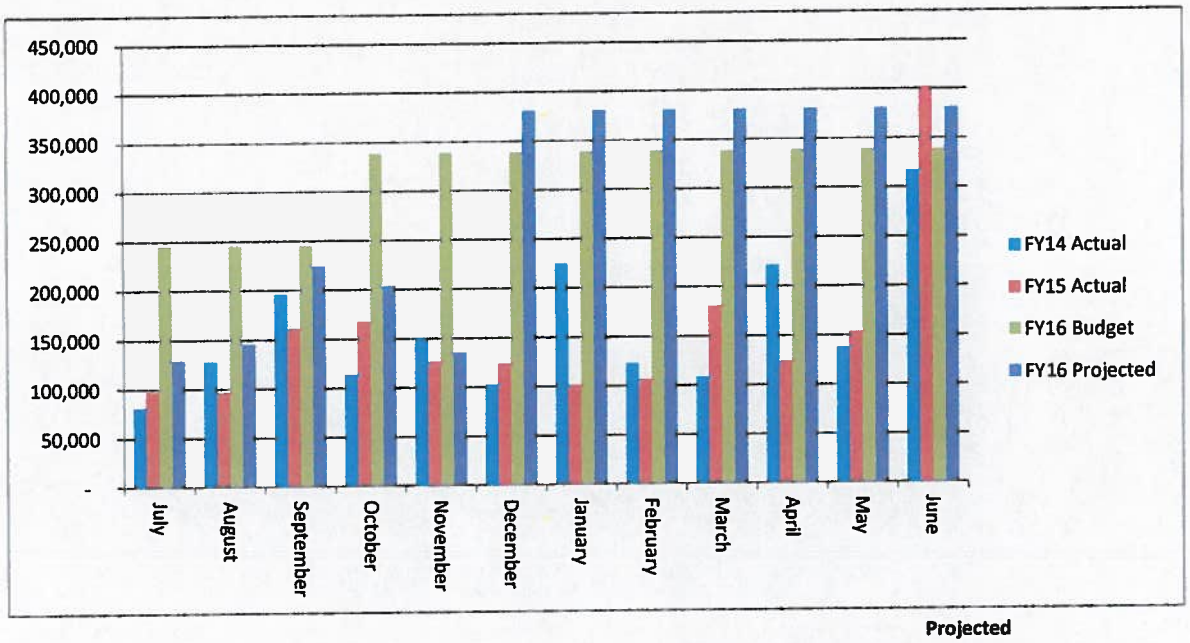
	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2016 Projected	% of Projected vs budget
Gross Receipt	$ 6,871,271	$ 6,941,122	$ 7,246,641	$ 6,903,500	$ 7,375,471	106.8%
Fed Grant	$ 1,957,128	$ 1,902,036	$ 1,840,120	$ 3,781,539	$ 3,499,584	92.5%
State Capital Outlay	$ -	$ 161,188	$ -	$ 301,312	$ 301,312	100.0%
Local Match	$ 500,000	$ 450,000	$ 400,000	$ 350,000	$ 350,000	100.0%
Member Contributions	$ -	$ -	$ -	$ 80,344	$ 156,154	194.4%
Non-cash Transactions			$ 33,600	$ 688,552	$ -	0.0%
Misc Rev	$ 24,312	$ 67,725	$ 92,909	$ 443,296	$ 105,036	23.7%
	$ 9,352,711	$ 9,522,071	$ 9,613,270	$ 12,548,543	$ 11,787,557	93.9%

Projected vs. Budget Review

FY2016 (July 1, 2015 to June 30, 2016)

Grant Revenue

Actuals as of December 31, 2015



	FY14 Actual	FY15 Actual	FY16 Budget	FY16 Projected	Projected Revenue % of Monthly Budget
July	81,096	98,062	244,799	128,685	53%
August	127,744	96,946	244,799	145,446	59%
September	195,614	160,962	244,799	223,878	91%
October	113,711	167,516	338,571	203,353	60%
November	150,353	126,083	338,571	134,896	40%
December	102,402	123,492	338,571	380,475	112%
January	224,669	101,591	338,571	380,475	112%
February	123,056	106,716	338,571	380,475	112%
March	108,529	180,156	338,571	380,475	112%
April	221,326	124,015	338,571	380,475	112%
May	137,177	153,332	338,571	380,475	112%
June	316,361	401,249	338,571	380,475	112%
	1,902,036	1,840,120	3,781,536	3,499,584	92.5%

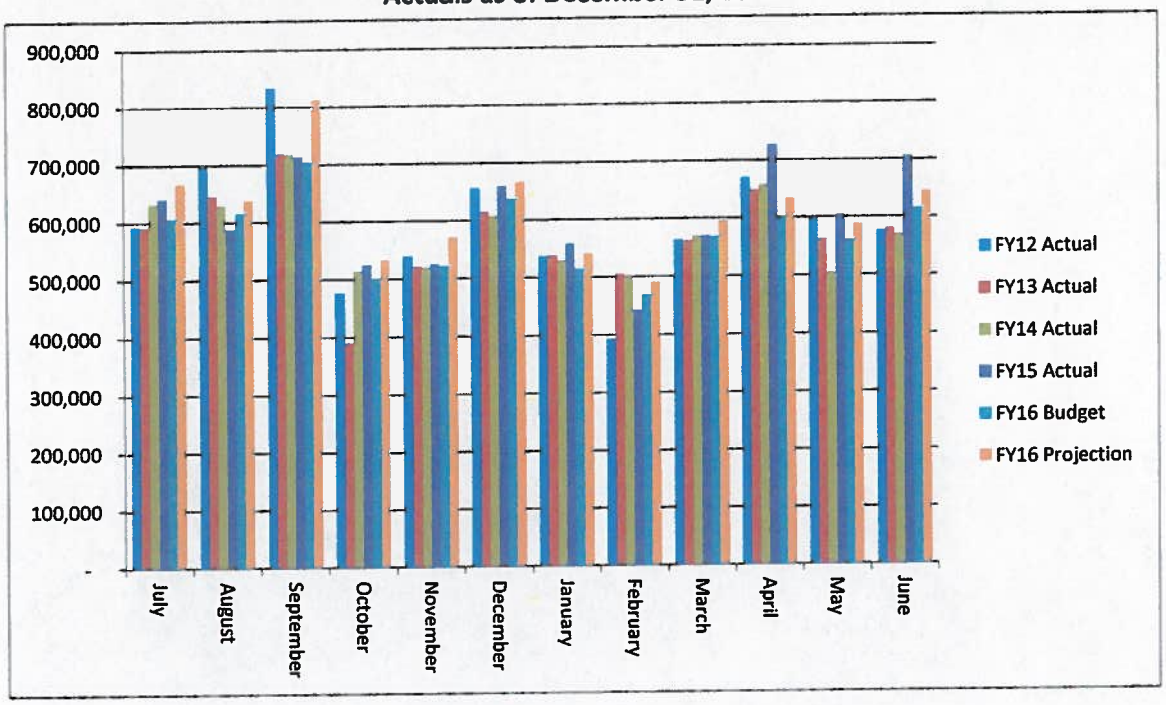
A large portion of the federal revenues received by NCRTD are for replacement of fleet assets. If the assets are not received in the fiscal year than the expense and revenue are carried forward to the following fiscal year.

Projected vs. Budget Review

FY2016 (July 1, 2015 to June 30, 2016)

Gross Receipts Revenue

Actuals as of December 31, 2015



Month of Activity	FY12 Actual	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Budget	FY16 Projection	Actual Revenue % of Monthly Budget
July	592,835	590,847	631,877	640,624	606,288	666,453	110%
August	696,792	645,616	628,640	586,498	614,947	637,587	104%
September	832,940	717,978	716,096	711,748	702,810	812,130	116%
October	476,325	390,334	513,319	524,100	498,800	532,939	107%
November	538,683	520,528	518,926	524,404	521,260	571,419	110%
December	655,468	614,240	606,606	658,102	636,126	666,194	105%
January	536,416	537,863	528,397	557,753	513,770	539,845	105%
February	392,583	504,470	498,296	442,098	468,496	490,455	105%
March	562,713	561,238	569,093	568,670	568,012	596,115	105%
April	669,266	647,379	656,754	725,955	599,241	632,000	105%
May	598,734	561,423	503,533	602,505	559,422	586,928	105%
June	575,421	579,356	569,584	704,185	614,328	643,406	105%
	7,128,176	6,871,271	6,941,122	7,246,641	6,903,500	7,375,471	106.8%

The projected overall revenue surplus for FY2016 GRT is anticipated to be $471,971. The actual revenue surplus will be $405,000 because $66,971 would be obligated to RailRunner.

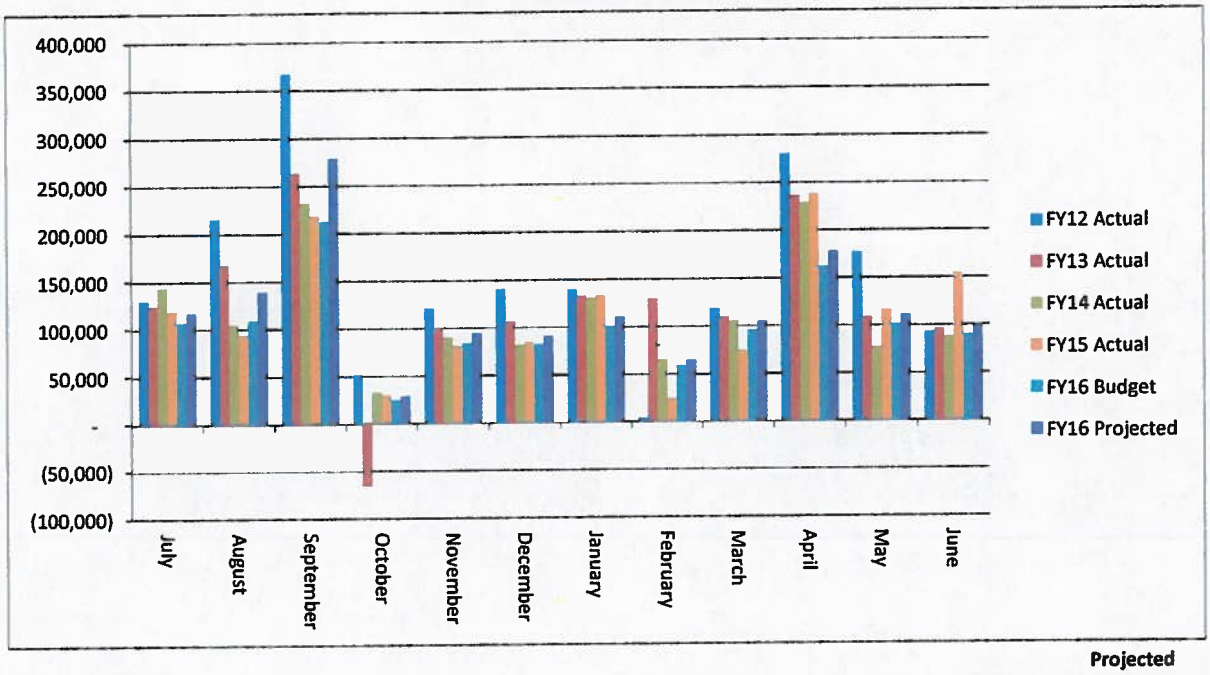
Projected vs. Budget Review

FY2016 (July 1, 2015 to June 30, 2016)

Gross Receipts Revenue By County

Actuals as of December 31, 2015

LOS ALAMOS COUNTY



Month of Activity	FY12 Actual	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Budget	FY16 Projected	Projected Revenue % of Monthly Budget
July	130,018	124,560	144,054	118,858	106,697	116,870	110%
August	215,861	167,973	104,260	94,019	108,045	138,688	128%
September	367,025	263,631	232,251	218,509	212,660	279,213	131%
October	51,498	(65,391)	33,137	29,878	24,500	28,496	116%
November	120,772	98,601	89,812	81,023	83,423	93,942	113%
December	140,847	106,557	81,243	84,289	82,075	90,283	110%
January	139,742	132,835	130,526	133,450	100,450	110,495	110%
February	3,770	129,189	65,134	24,478	59,045	64,950	110%
March	118,403	109,903	105,475	74,183	95,550	105,105	110%
April	280,600	236,761	229,085	238,319	161,455	177,601	110%
May	176,478	108,859	77,439	116,229	101,185	111,304	110%
June	93,134	95,990	88,084	153,897	89,915	98,907	110%
	1,838,146	1,509,468	1,380,501	1,367,132	1,225,000	1,415,852	116%

The revenues are projected to be 10% above the budget for FY16, which would translate into a revenue surplus of $190,852. The actual revenue surplus for the first five months is 20% above budget, so a conservative estimate was used of 10%. Actuals for the last four years have been mediocre which means there is no assertainable pattern for future budget growth in FY2017.

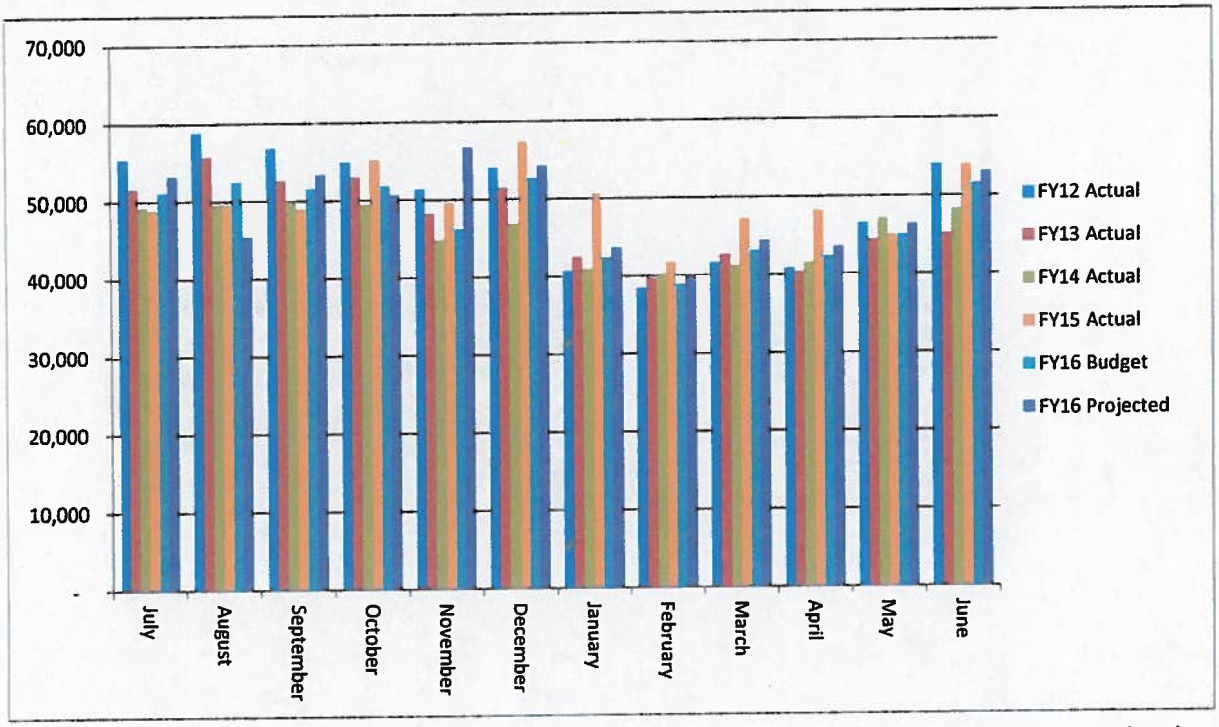
Projected vs. Budget Review

FY2016 (July 1, 2015 to June 30, 2016)

Gross Receipts Revenue By County

Actuals as of December 31, 2015

RIO ARRIBA COUNTY



Month of Activity	FY12 Actual	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Budget	FY16 Projected	Projected Revenue % of Monthly Budget
July	55,408	51,622	49,128	48,852	51,108	53,233	104%
August	58,814	55,703	49,535	49,585	52,473	45,322	86%
September	56,781	52,600	49,857	48,926	51,506	53,311	104%
October	54,911	53,009	49,363	55,224	51,790	50,632	98%
November	51,363	48,144	44,753	49,545	46,105	56,629	123%
December	54,028	51,452	46,846	57,339	52,643	54,222	103%
January	40,611	42,472	40,853	50,584	42,353	43,624	103%
February	38,417	39,752	40,153	41,671	38,715	39,876	103%
March	41,602	42,612	41,156	47,158	43,092	44,385	103%
April	40,766	40,315	41,493	48,159	42,240	43,507	103%
May	46,478	44,368	47,047	44,952	44,968	46,317	103%
June	53,981	45,151	48,230	53,912	51,507	53,052	103%
	593,160	567,199	548,414	595,907	568,500	584,111	103%

The revenues are projected to be 3% above the budget for FY16, which would translate into a revenue surplus of $15,611. The actual revenue surplus for the first five months is 3% above budget. Actuals for the last four years have been mediocre which means there is no assertainable pattern for future budget growth in FY2017.

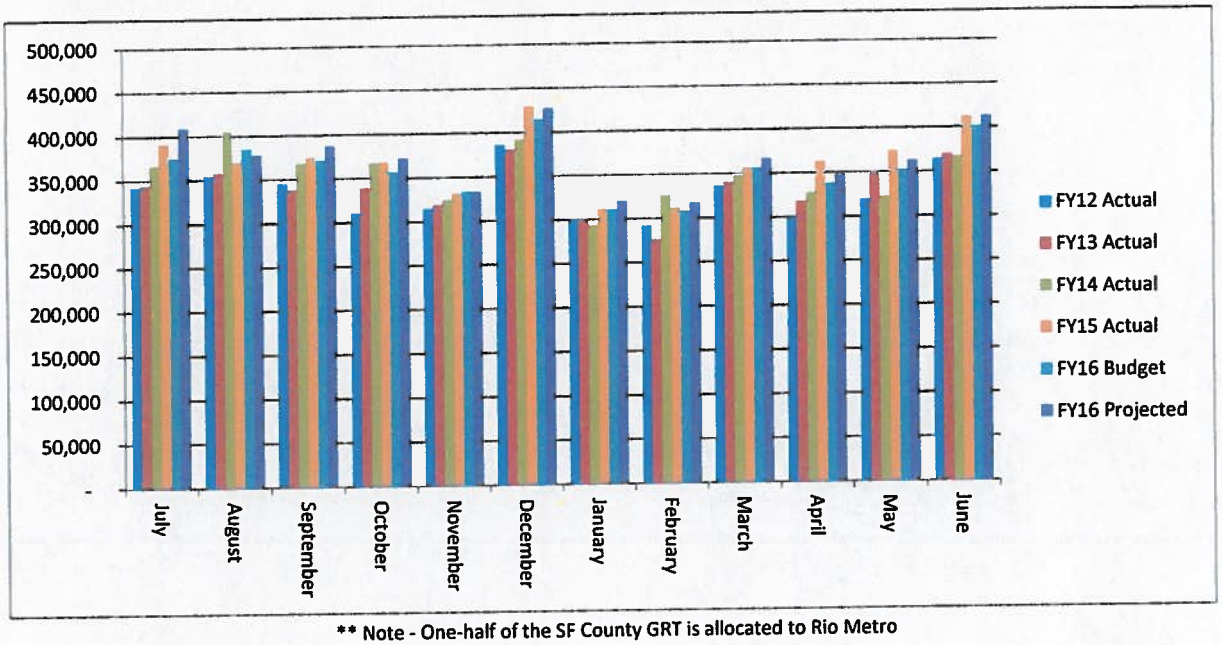
Projected vs. Budget Review

FY2016 (July 1, 2015 to June 30, 2016)

Gross Receipts Revenue By County

Actuals as of December 31, 2015

SANTA FE COUNTY



** Note - One-half of the SF County GRT is allocated to Rio Metro

Month of Activity	FY12 Actual	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Budget	FY16 Projected	Projected Revenue % of Monthly Budget
July	341,717	343,976	366,256	391,422	374,530	408,793	109%
August	353,581	357,202	404,993	369,825	384,850	378,033	98%
September	344,672	337,614	367,698	374,721	371,090	387,492	104%
October	310,170	338,872	367,580	368,292	356,900	372,493	104%
November	314,413	318,969	324,305	331,342	333,250	333,369	100%
December	385,881	380,531	391,697	428,710	414,090	426,513	103%
January	298,696	298,821	292,787	311,127	310,460	319,774	103%
February	291,582	276,041	325,160	311,675	307,880	317,116	103%
March	336,024	339,972	347,639	356,373	356,470	367,164	103%
April	299,091	318,123	327,435	362,789	337,550	347,677	103%
May	318,839	347,884	321,582	374,109	352,600	363,178	103%
June	364,705	369,615	367,223	411,834	400,330	412,340	103%
	3,959,371	4,027,622	4,204,356	4,392,219	4,300,000	4,433,941	103%

The revenues are projected to be 3% above the budget for FY16, which would translate into a revenue surplus of $133,941. The actual revenue surplus for the first five months is 3% above budget. Actuals for the last four years have seen steady increases which should be accounted for in the FY2017 budget, if FY2016 continues the same pattern.

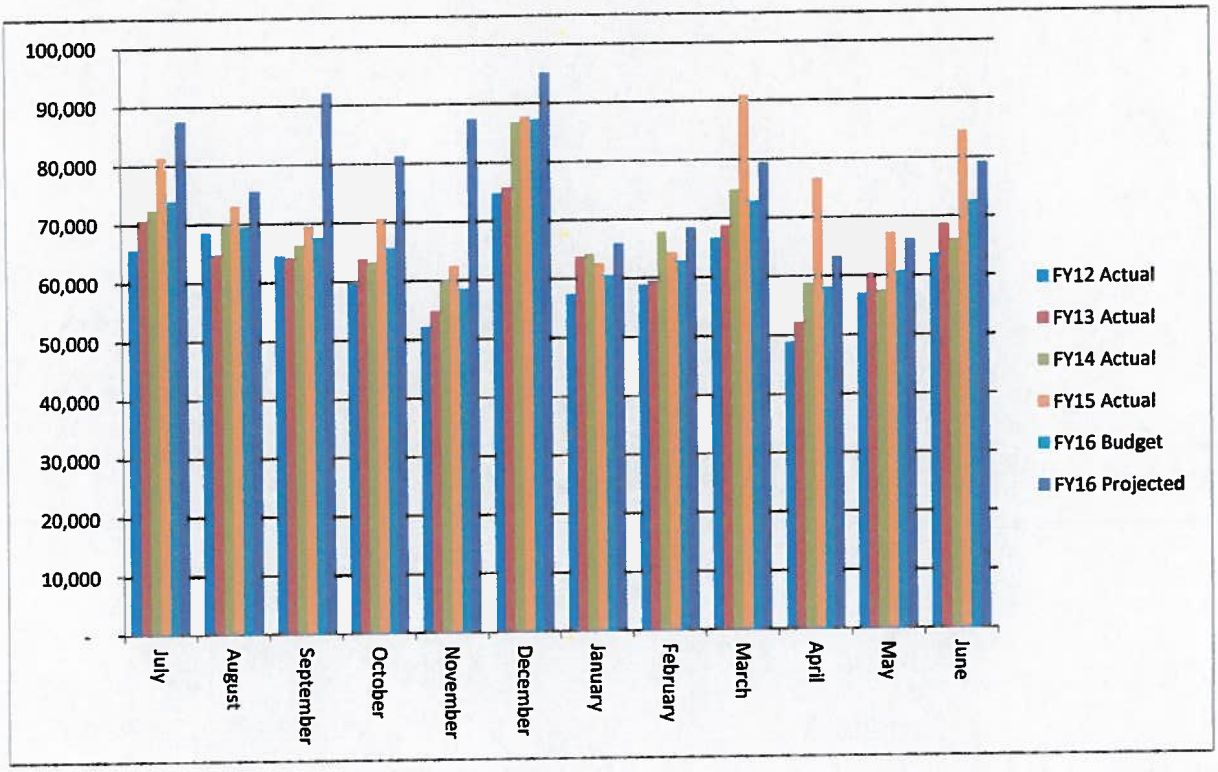
Projected vs. Budget Review

FY2016 (July 1, 2015 to June 30, 2016)

Gross Receipts Revenue By County

Actuals as of December 31, 2015

TAOS COUNTY



Month of Activity	FY12 Actual	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Budget	FY16 Projected	Projected Revenue % of Monthly Budget
July	65,693	70,690	72,438	81,492	73,953	87,557	118%
August	68,537	64,738	69,852	73,069	69,579	75,544	109%
September	64,462	64,133	66,290	69,591	67,554	92,114	136%
October	59,745	63,843	63,238	70,706	65,610	81,318	124%
November	52,134	54,813	60,056	62,494	58,482	87,479	150%
December	74,712	75,700	86,820	87,764	87,318	95,177	109%
January	57,367	63,735	64,231	62,592	60,507	65,953	109%
February	58,815	59,488	67,849	64,274	62,856	68,513	109%
March	66,684	68,751	74,823	90,956	72,900	79,461	109%
April	48,810	52,180	58,741	76,688	57,996	63,216	109%
May	56,939	60,312	57,466	67,215	60,669	66,129	109%
June	63,601	68,600	66,048	84,542	72,576	79,108	109%
	737,499	766,981	807,850	$ 891,383	$ 810,000	$ 941,568	116%

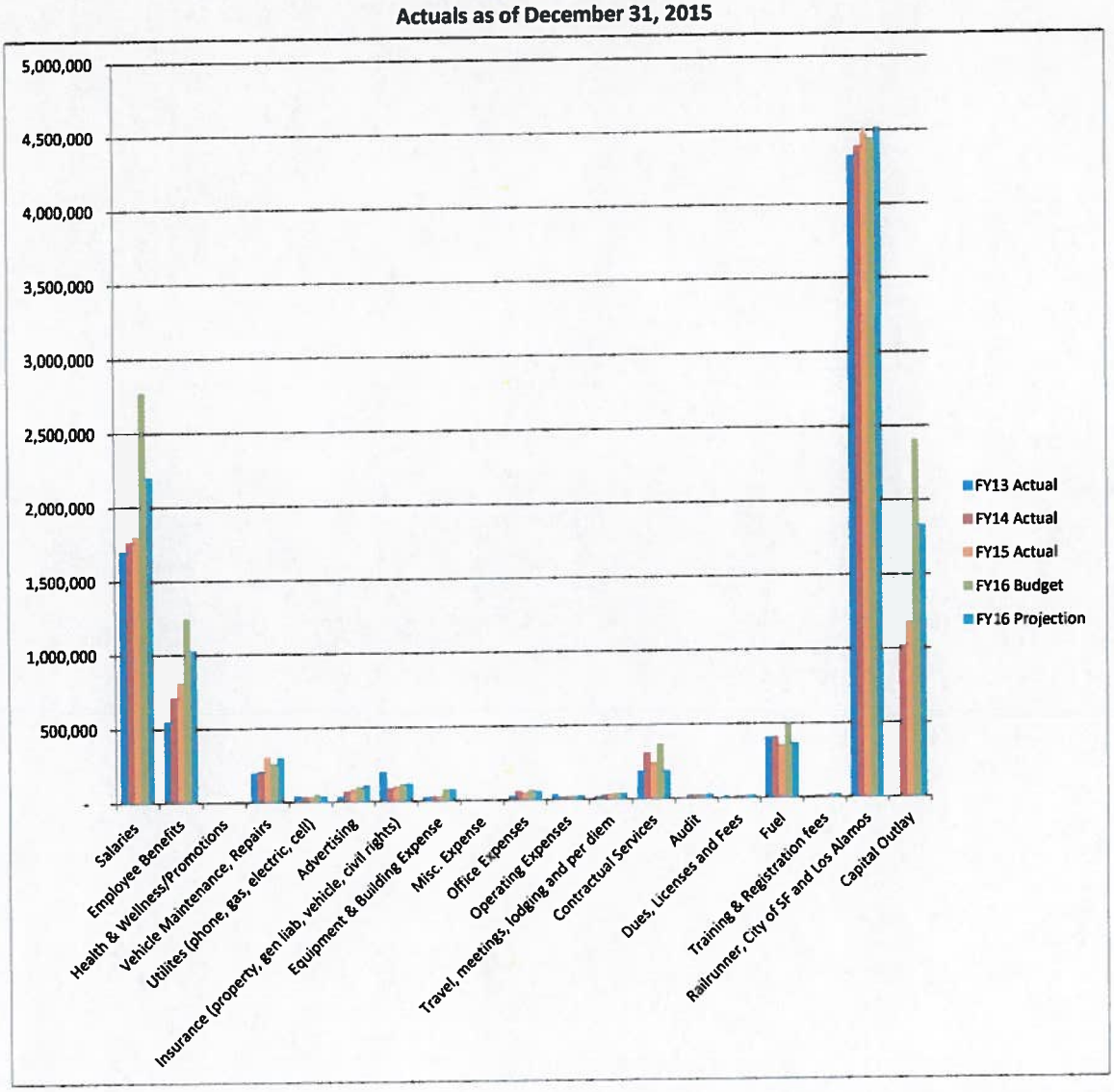
The revenues are projected to be 9% above the budget for FY16, which would translate into a revenue surplus of $131,568. The actual revenue surplus for the first five months is 27% above budget, so a conservative estimate was used of 9%. Actuals for the last four years have seen steady increases which should be accounted for in the FY2017 budget, if FY2016 continues the same pattern.

Projected vs. Budget Review

FY2016 (July 1, 2015 to June 30, 2016)

NCRTD Expenses by Type

Actuals as of December 31, 2015



	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Budget	FY16 Projection	Difference
Salaries	1,699,079	1,764,308	1,800,202	2,773,718	2,199,516	574,202
Employee Benefits	550,997	709,864	810,898	1,245,195	1,028,444	216,751
Health & Wellness/Promotions	-	-	2,555	7,500	1,506	5,994
Vehicle Maintenance, Repairs	198,587	209,603	306,401	260,700	300,786	(40,086)
Utilites (phone, gas, electric, cell)	41,118	36,053	35,973	51,751	37,966	13,785
Advertising	35,137	70,706	83,882	100,842	110,930	(10,088)
Insurance (property, gen liab, vehicle, civil rights)	196,836	87,589	102,076	115,196	115,196	-
Equipment & Building Expense	24,986	31,124	31,203	76,735	76,735	-
Misc. Expense	-	-	116			
Office Expenses	27,427	59,286	50,928	67,163	59,414	7,749
Operating Expenses	35,014	19,948	22,562	23,820	25,362	(1,542)
Travel, meetings, lodging and per diem	17,789	29,654	34,222	41,245	41,245	-
Contractual Services	186,358	311,414	245,445	369,603	190,088	179,515
Audit		23,219	23,433	27,000	27,000	-
Dues, Licenses and Fees	12,263	8,597	15,961	15,765	15,765	-
Fuel	406,653	410,199	352,857	495,903	368,340	127,563
Training & Registration fees	6,645	9,024	9,087	20,799	20,799	-
Railrunner, City of SF and Los Alamos	4,327,824	4,387,272	4,511,203	4,447,190	4,514,161	(66,971)
Capital Outlay		1,022,562	1,181,739	2,408,418	1,831,270	577,148
	7,766,713	9,190,422	9,620,743	12,548,543	10,964,523	1,584,020

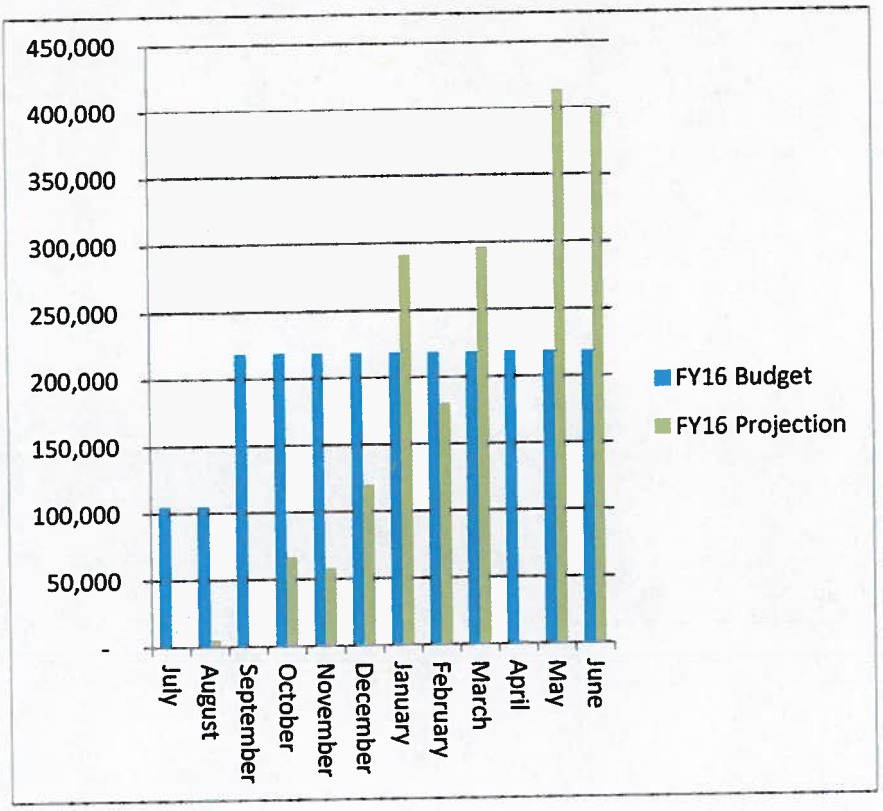
*The NCRTD is planning on a budget surplus at the end of the year in expenditures in the amount of $1,584,020. The largest portion of the surplus is budget for capital projects outside of buying buses and payroll savings from atrition and unfilled vacancies. The deficit in the Non-RTD expenditures of $66,971 is half of the surplus GRT revenue in Santa Fe County. This deficit is offset from the additional revenue that comes in from Santa Fe County GRT. Regardless of what NCRTD budgets for RailRunner, the agreement is that half of GRT revenue automatically goes to the Rail Runner.

Projected vs. Budget Review

FY2016 (July 1, 2015 to June 30, 2016)

Capital Expense Summary

Actuals as of December 31, 2015



	FY16 Budget	FY16 Projection	Budget vs Actual	YTD Budget Variance
July	104,903	-	(104,903)	0%
August	104,903	5,119	(99,784)	5%
September	218,851	-	(218,851)	0%
October	218,851	66,521	(152,330)	30%
November	218,851	57,674	(161,177)	26%
December	218,851	119,892	(98,959)	55%
January	218,851	291,003	72,152	133%
February	218,851	180,469	(38,382)	82%
March	218,851	296,047	77,196	135%
April	218,851	1,375	(217,476)	1%
May	218,851	413,715	194,864	189%
June	218,851	399,455	180,604	183%
	2,398,316	1,831,270	(567,046)	76%

Capital Assets purchased in FY2016 were as follows:

Environmental Study - Taos $5,119

14 Passenger Flex Fuel $66,521

New Plow Truck $57,674

29-Passenger Bus $119,892

Capital on Order:

(2) 18 Passengers Alt Fuel

(5) 14 Passenger

(4) Ford Transits for 5310

36 Passenger

34 Passenger

Memorandum

To: Finance Committee
From: Troy Bingham, Finance Director
Thru: Anthony J. Mortillaro, Executive Director
Date: February 5, 2016
Re: **Investment of District Funds and the State of New Mexico Local Government Investment Pool Report Summary as of December 31, 2015.**

Background:

The NCRTD established the short-term investments throughout various FDIC insured institutions in the District's service area. The investment portfolio has increased from $5,762,536 in the 1st quarter to $6,114,491 in the 2nd quarter of FY2016. This increase was due in part to the District being able to invest excess funds from the checking account and implementing the change in our investment strategy away from low earning investments, like LGIP, to high earning secure government backed treasury securities from Linsco Private Ledger (LPL) Investments, which serves as the brokerage firm that LANB and 1st National Bank of Santa Fe use for buying securities on the open market. We use 1st National Bank of Santa Fe as our intermediary since they were willing to charge no fees for buying treasuries and LANB charges for the same service. We can use LPL Investments for other services, but any service or instrument that is not government secured or insured would not meet our investment policy guidance for safety.

In December, the Federal Reserve started the process of incrementally raising the interest rate for bank borrowing, which would raise the investment rates that bank provide their customers. As of January, our largest bank, LANB, has not raised their CD investment rates, so the investment portfolio is still under preforming the one year Treasury Certificates, with no expected change in the near future. Given the average maturity of investment portfolio is 9 months all future changes by banks will take time to reflect in the rate of return of the investment portfolio.

Summary:

- As of December 31, 2015, the total investment exclusive of interest revenue was $6,104,435.
- Total earnings from interest total $10,056 since the start of the fiscal year.
- The average rate of return is .46%.
- The highest earned income is 1.00% with Guadalupe CU (7 month term) earning the District a total of $579.13 in interest this fiscal year.
- The current quarter from October through December of 2015 earned a total of $5,427

in interest.

The District investment strategy is passive. Given this strategy, NCRTD has determined the market yields are being achieved by comparing the average District portfolio yield to the U.S. Treasury Bill. As of December 31, 2015 the six month treasury was 0.49% and the one-year treasury rates was .65%, the District is averaging a rate of return at .46% with an average length of maturity of about 9 months.

	Amount Invested YTD	Earnings	% of portfolio
LGIP	$ 285,283	1,000.00	5%
LPL - Treasury Security	$ 1,000,302	301.72	16%
6-8 month CD	$ 745,021	579.13	12%
12 month CD	$ 4,083,886	8,175.18	67%
Total	**$ 6,114,491.02**	**10,056.03**	

Recommendation:
It is recommended that the Finance Committee discuss and review the information presented in relation to the LGIP and the Certificate of Deposit Investment report, and recommend the Board of Directors review the information presented.

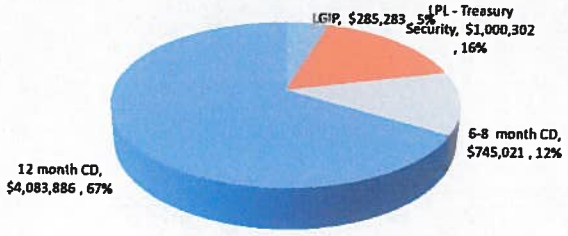
Attachment:

- Investment Report Quarterly as of December 31, 2015

North Central Regional Transit District
Certificate of Deposit Report
31-Dec-15

12 months	Date opened	Term / months	Expiration Date	Rate	Amount Invested	Earnings 7-1-2015 thru 9-30-2015	Earnings 10-1-2015 thru 12-31-2015	Earnings 1-1-16 thru 3-31-16	Earnings 4-1-16 thru 6-30-16	YTD Total Earnings	Investment Balance
Los Alamos National Bank	7/4/2014	12	7/4/2016	0.40%	251,086.69	253.24	250.73			503.97	251,590.66
Los Alamos National Bank	8/3/2014	12	8/3/2016	0.40%	251,094.42	253.25	250.74			503.99	251,598.41
US Eagle FCU	8/26/2015	12	8/26/2016	0.75%	245,000.00	181.30	463.93			645.23	245,645.23
First National Bank of Santa Fe	8/26/2015	12	8/26/2016	0.45%	245,000.00	108.74	277.79			386.53	245,386.53
Los Alamos National Bank	9/2/2014	12	9/2/2016	0.40%	251,060.84	250.46	253.46			503.92	251,564.76
Los Alamos National Bank	10/2/2014	12	10/2/2016	0.40%	251,102.30	253.25	250.75			504.00	251,606.30
Sandia Area Credit Union	10/29/2015	12	10/29/2016	0.55%	245,000.00		235.73			235.73	245,235.73
Los Alamos National Bank	11/1/2014	12	11/1/2016	0.40%	251,078.76	253.23	250.72			503.95	251,582.71
Los Alamos National Bank	12/1/2014	12	12/1/2016	0.40%	251,151.09	253.30	248.04			501.34	251,652.43
Los Alamos National Bank	12/31/2014	12	12/31/2016	0.40%	251,220.69	253.37	250.87			504.24	251,724.93
Los Alamos National Bank	1/30/2015	12	1/30/2016	0.40%	251,323.96	253.48	250.97			504.45	251,828.41
Washington Federal Bank	2/27/2015	12	2/26/2016	0.40%	251,332.29	253.53	253.80			507.33	251,839.62
State Employees Credit Union	2/28/2015	12	2/28/2016	0.55%	251,894.02	349.13	349.62			698.75	252,592.77
Los Alamos National Bank	3/6/2015	12	3/6/2016	0.40%	577,239.91	582.18	582.77			1,164.95	578,404.86
Los Alamos National Bank	6/4/2015	12	6/4/2016	0.40%	-						-
					251,125.61	256.02	250.78			506.80	251,632.41
	12 Month/Total		*Average rate*	0.45%	$ 4,075,710.58	3,754.48	4,420.70	-	-	$ 8,175.18	$ 4,083,885.76
6-8 months											
Guadalupe CU	4/28/2015	7	11/28/2015	1.00%	244,441.58	285.26	293.87			579.13	245,020.71
Los Alamos National Bank	10/15/2015	6	4/14/2016	0.25%	250,000.00		-			-	250,000.00
Los Alamos National Bank	11/15/2015	6	5/15/2016	0.25%	250,000.00		-			-	250,000.00
	6-8 Month/Total		*Average rate*	0.50%	744,441.58	285.26	293.87	-	-	579.13	745,020.71
					4,820,152.16	4,039.74	4,714.57	-	-	8,754.31	4,828,906.47
Short Term Investment											
LGIP				0.15%	284,282.83	589.60	410.40			1,000.00	285,282.83
LPL - Treasury Security	11/24/2015	12	11/24/2016	0.65%	750,000.00		226.29			226.29 *	750,226.29
LPL - Treasury Security	11/24/2015	9	8/8/2016	0.57%	250,000.00		75.43			75.43 *	250,075.43
	Short Term		*Average rate*	0.46%	$ 1,284,282.83	589.60	712.12	-	-	1,301.72	1,285,584.55
					6,104,434.99	4,629.34	5,426.69	-	-	10,056.03	6,114,491.02

Investment Portfolio by Duration



	Amount Invested YTD	Earnings	% of portfolio
LGIP	$ 285,283	1,000.00	5%
LPL - Treasury Security	$ 1,000,302	301.72 *	16%
6-8 month CD	$ 745,021	579.13	12%
12 month CD	$ 4,083,886	8,175.18	67%
Total	$ 6,114,491.02	10,056.03	

Average Rate of Return	0.46%
Average Length of Maturity (months)	9.0
Approximate Treasury Security Return for 9.0 months	0.49% - 0.65%

*Amount constitutes an estimate and has not been received by NCRTD until treasury matures